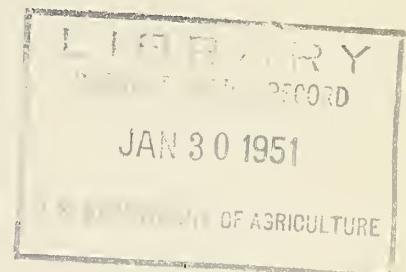


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EDUCATIONAL PRACTICES OF FARMER *Cooperatives*



BY OSCAR R. LEBEAU



COOPERATIVE RESEARCH AND SERVICE DIVISION
FARM CREDIT ADMINISTRATION
U. S. DEPARTMENT OF AGRICULTURE, WASHINGTON, D. C.

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The Cooperative Research and Service Division conducts research studies and service activities relating to problems of management, organization, policies, merchandising, sales, costs, competition, and membership arising in connection with the cooperative marketing of agricultural products and the cooperative purchase of farm supplies and services; publishes the results of such studies; confers and advises with officials of farmers' cooperative associations; and cooperates with educational agencies, cooperative associations, and others in the dissemination of information relating to cooperative principles and practices.



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SUMMARY

This study of the educational practices of 237 leading farmer cooperatives in the United States provides a useful basis for examining the educational activities regarded as valuable by cooperatives in building and maintaining good relations with members and the public.

It shows that the manager takes the major responsibility for educational work in about half the associations reporting. In the remaining instances this educational responsibility is generally assigned to one of the following: (a) an association official, (b) a public relations employee, (c) an educational or editorial employee, or (d) a field worker. The associations vary widely in the amount of professional and clerical assistance provided these leaders.

Only about one-fourth of the staff members who have the major responsibility for the educational work of their associations devote as much as 80 percent or more of their time to this work. Almost half of them spend less than 20 percent.

When given an opportunity to check 12 devices useful in maintaining favorable relations with members, the replying cooperatives attached about equal importance to annual meetings and personal contacts. Ranking next were monthly publications, local discussion groups, circular letters, and periodical reports. Following these were radio programs, all family programs, cooperative Future Farmers of America and 4-H Club projects, and educational exhibits. Mentioned least frequently were discussion outlines.

In addition to the above, the responding cooperatives wrote in a number of other devices found helpful in maintaining good membership relations. Leading this supplementary list were educational meetings, courteous and efficient employees, motion pictures and film strips, member participation, and interagency relations. Used to a lesser extent were special publications, educational tours, market news services, social events, contests and awards, women and youth programs, magazine and newspaper articles, and educational-type advertisements.

Local meetings were the educational device which cooperatives used most commonly to inform members of their responsibilities. Personal contacts, news letters, special bulletins, and educational exhibits ranked next in the order named.

Cooperatives explain the distribution of savings to members most frequently through annual meetings and annual reports. Other methods reported in frequent use are personal contacts, correspondence, house organs, and discussion meetings.

About half the associations reported that they make the qualifications of nominees for the board of directors available to members before the election meeting. The most frequent methods used in this connection are (a) mailing the information to members, (b) depending upon personal

contact and acquaintanceship, (c) introducing the nominees at election meetings, (d) publishing information in the house organ, (e) discussing qualifications at district meetings, and (f) attaching biographical data to ballot.

Such important educational aids as meetings of members and directors, annual reports, house organs, news letters, special publications, and outlines were listed as selected devices helpful in maintaining good relations with members.

Members' and directors' meetings have an all-important place in maintaining good relations. For such meetings to achieve their maximum usefulness it is important that they be well planned and held sufficiently often. Most of the boards of directors of the associations studied meet once a month. However, a considerable number meet bimonthly or quarterly.

Meetings for the entire membership are held much less frequently. About three-fifths of the cooperatives held only one membership meeting per year. Most of the remainder held two to four meetings annually.

About 90 percent of the associations replying issue annual reports to the entire membership. About half of these do so through a printed report. Others publish their annual report through their house organ, a mimeographed leaflet, or a newspaper article.

Two-thirds of the associations reporting issue house organs or news letters. About three-fifths of these issue their house organ monthly; most of the others are published on a weekly, biweekly, or bimonthly basis.

Special publications explaining the purposes and services of the cooperatives were distributed by about one-third of the associations reporting. These included: "Know-Your-Co-op" bulletins, historical publications, production know-how leaflets, marketing publications, and question-and-answer leaflets.

Discussion outlines were prepared and distributed by one-eighth of the associations. Among the variations used satisfactorily were subject matter guides for local discussion groups, combination film and discussion meetings, and combination discussion and quiz contests.

Included in the broader category are such educational aids as newspaper stories, farm magazine articles, exhibits, radio programs, identification emblems, and good-will items.

News in daily and weekly papers offers one of the best avenues to good public relations. About five-sixths of the associations reporting in this study sent news items to the papers in their localities.

Farm magazine articles offer another valuable potential. About one-eighth of the cooperatives responding supply a regular news column in one or more farm papers or magazines in addition to their own publications.

Educational exhibits are an important aid in presenting the cooperatives story. About two-thirds of the cooperatives reporting put on such exhibits in 1948. More than half of these reported less than five such exhibits.

Radio programs are useful in disseminating information to the public. About half of the associations reporting appeared on radio programs during 1948. About one-fourth appeared as often as 10 or more times.

Identification signs and placards offer an effective advertising means. About one-sixth of the cooperatives furnish identification placards for their grower-members.

Complimentary items or gifts of cooperative products offer another effective means of building good relations with the public. Half of the associations reporting indicated that they distributed calendars, matches, pencils, or some other good-will item annually. A number distribute packages of their own products.

Heading the joint efforts of cooperatives are the State, district, and local cooperative councils which keep a watchful eye on legislation effecting farmers belonging to cooperatives. Another rewarding field of endeavor has been the clinics, work shops, and institutes sponsored by agricultural cooperatives in various areas. Farm organizations have contributed notably to developing and encouraging cooperative purchasing and marketing associations. Cooperatively sponsored tours, exhibits, and contests present other opportunities for joint activities. Periodical interagency meetings and discussions offer good opportunities to present common educational programs for consideration and discussion. These are but a few of the many way cooperatives have found to work together to mutual advantage.

EDUCATIONAL PRACTICES OF FARMER COOPERATIVES

By

Oscar R. LeBeau
Agricultural Economist

PURPOSE AND SCOPE

This study is designed to point out the educational techniques farmer cooperatives consider valuable in building and maintaining good relations with their members. It is based on a joint survey of regional farmer cooperatives by the Farm Credit Administration and the American Institute of Cooperation.¹

Most of the information for this report came from a questionnaire that was mailed to 360 regional farmer cooperatives in the United States. Of this number 237 associations returned usable schedules. Twenty additional associations acknowledged receipt of the schedule, but contributed no usable data. Altogether replies were received from 257 associations, or from 71 percent of the number contacted.

Of the 237 cooperatives submitting usable schedules, 200 have been classed primarily as marketing associations, and 37 as purchasing associations. The marketing cooperatives fall into two groups of equal size; namely, those marketing crops and those marketing animals and animal products.

The 100 cooperatives marketing crops consisted of 57 fruit and vegetable associations, 18 grain associations, 11 tobacco associations, 9 cotton associations, 3 honey associations, 1 alfalfa association, and 1 maple syrup association.

The 100 cooperatives marketing animals and animal products consisted of 42 dairy associations, 25 livestock associations, 20 poultry and egg associations, and 13 wool associations.

The 37 purchasing associations consisted of central or federated cooperatives dealing chiefly with farm equipment, fertilizer, seeds, containers, and other agricultural supplies.

¹The project was conducted under the general supervision of John H. Heckman and Andrew W. McKay of the Farm Credit Administration, and of Frank W. Cyr of the American Institute of Cooperation. Grateful acknowledgment is made to Maurice Morrill, Graduate Assistant, Columbia University, New York City, who assisted in planning the study and in preparing the tabulations. Gratitude is also expressed to the many regional farmer cooperatives that submitted completed schedules and illustrative material. The term "regional farmer cooperative" as used in this report means a cooperative which serves farmers in an area of several counties or more.



Headquarters for the Farmers Union State Exchange, Omaha, Nebr. -- one of the 237 regional farmer cooperatives that contributed to this report.

Most of the data presented in this report are arranged according to these three types of cooperatives.

STAFF MEMBERS WITH MAJOR EDUCATIONAL RESPONSIBILITY

When a cooperative is conducting effective educational and membership relations work, it is generally the result of some individual or individuals giving concentrated direction and attention to that phase of the program. The cooperative officials or employees reported as having major responsibility for this work held many different titles. These are summarized in table 1.

Table 1. - Title of staff members having responsibility for educational and member relations work of 211 cooperatives

Type of title reported	Staff member with major responsibility		Additional workers ¹	
	Number	Percent	Number	Percent
Managerial ² -----	104	50	1	(6)
Other association officials ³ ---	24	11	1	(6)
Public relations ⁴ -----	24	11	29	8
Educational, editorial, and member relations-----	24	11	86	24
Field service-----	24	11	137	38
Secretarial and clerical-----	0	0	30	9
Other ⁵ -----	11	6	76	21
Total-----	211	100	360	100

¹Includes all additional workers spending 50 percent or more of their time on educational and information work.

²Includes managers, general managers, executive secretaries, and their assistants.

³Includes presidents, directors, and other officers.

⁴Includes organization, sales, advertising, and publicity representatives.

⁵Additional workers reported probably include many who would be classed as secretarial. The question asked did not require this distinction to be made.

⁶Less than 0.5 percent.

Of the 211 cooperatives reporting on this point, 50 percent indicated that the manager had the major responsibility. Thus, it is important that the manager be fully aware of the educational needs of the cooperative and that he be allowed sufficient time to give these matters the attention they deserve.

In the remaining associations educational leadership rested with about equal frequency upon one of the following:

1. Another association official
2. A public relations employee
3. An educational or editorial employee
4. A field service worker

It is evident from the above that the job of getting the educational work done has been approached in a variety of ways. Whether a cooperative is doing an effective membership relations job depends more on the individual entrusted with that responsibility than upon the payroll title he bears.

The associations vary widely in the amount of professional and clerical help given these educational leaders. For professional assistance the larger cooperatives frequently depend on fieldmen, educational representatives, and public relations employees. A considerable amount of clerical assistance is essential to put across a comprehensive educational program and to conserve the time of professional employees directing the work.

TIME DEVOTED TO EDUCATIONAL AND MEMBER RELATIONS WORK

Only about one-fourth of the staff members with major responsibility for the educational work of their association devote as much as 80 percent or more of their time to such work. Almost half of them apply less than 20 percent of their time to educational and membership relations work. This implies that the educational program of most of these cooperatives is being built around the part-time services of one employee.

As indicated in table 2, purchasing cooperatives are more likely to have a full-time or nearly full-time employee in this field than are marketing

Table 2. - Percentage of time devoted to educational and member relations work by the responsible staff members

Percent of time devoted	Number reporting				Percentage reporting				
	Total	Type of cooperative			Total	Type of cooperative			
		Marketing		Pur- chasing		Marketing		Pur- chasing	
		Crop items	Animal items			Crop items	Animal items		
1 - 19----	89	49	33	7	42	55	39	19	
20 - 39----	29	12	13	4	14	14	15	11	
40 - 59----	24	10	11	3	12	11	13	8	
60 - 79----	13	4	7	2	6	4	8	6	
80 - 100----	55	14	21	20	26	16	25	56	
Total--	210	89	85	36	100	100	100	100	

cooperatives. Cooperatives marketing animals and animal products are a bit more likely to engage such an employee than are those marketing cotton, grain, tobacco, and other crops.

Altogether, the larger the cooperative the more likely it is to need and to be able to afford a full-time employee in the educational and membership relations field.

The following sections of this report reflect the many types of services carried on by these educational leaders and their assistants.



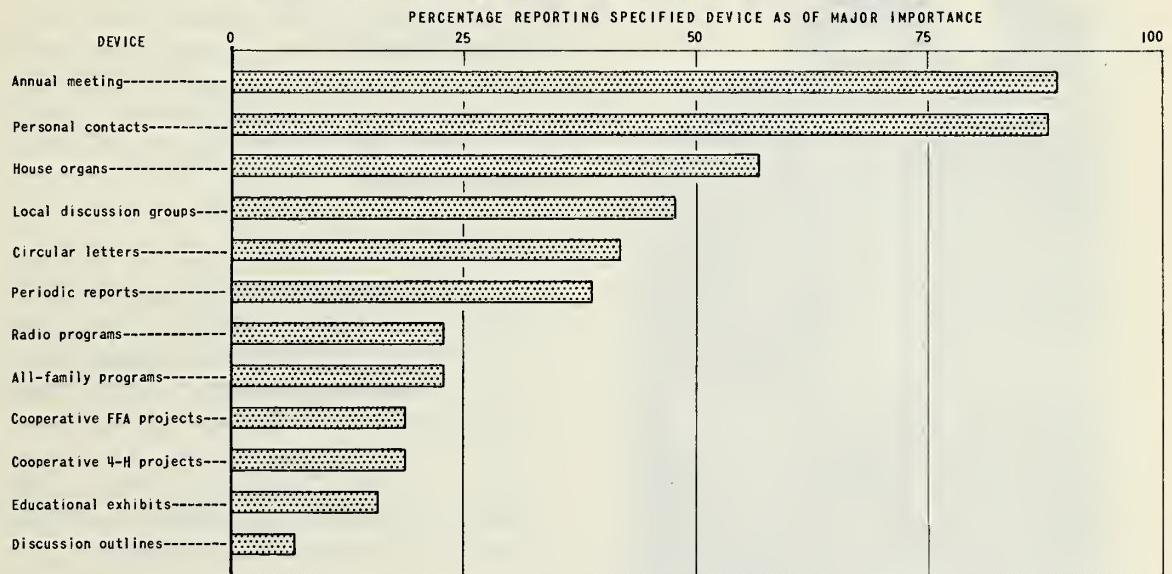
It takes many weeks of intensive planning and work to make a successful annual meeting such as the all-county co-op party the Roberts County National Farm Loan Association, Sisseton, S. Dak., put on with the help of 14 other farmer cooperatives of this northeast South Dakota county.

EDUCATIONAL DEVICES IN ORDER OF IMPORTANCE TO CO-OPS

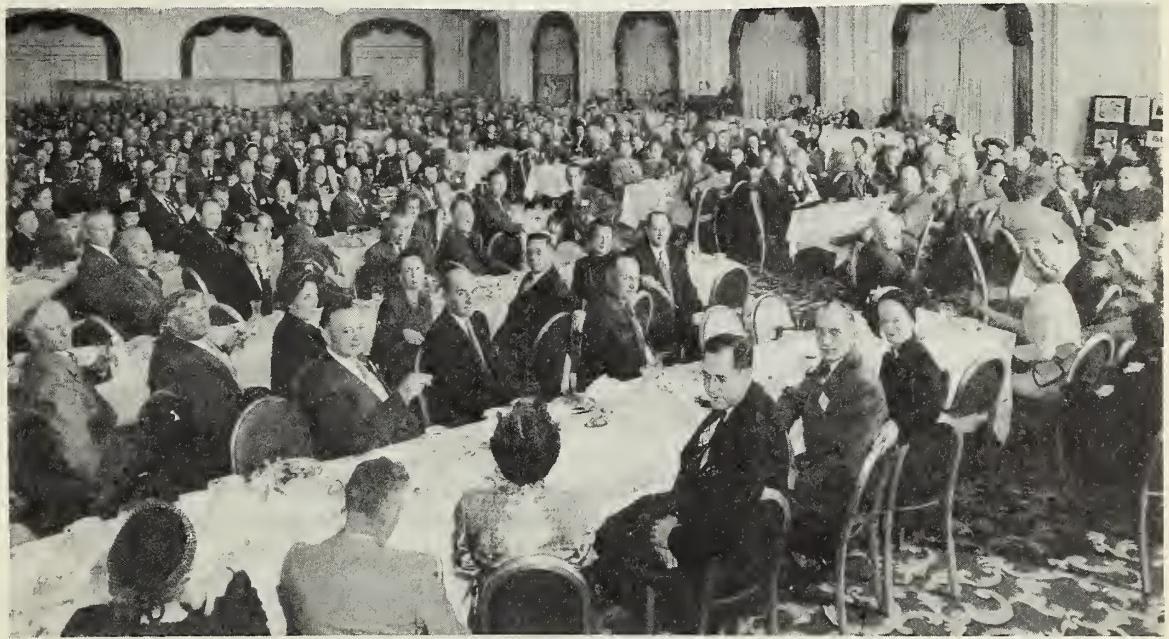
A principal aim of the current study was to determine the relative importance cooperative managers attach to various educational devices. Therefore the questionnaire included a list of 12 representative devices.

Each cooperative was requested to check those it regarded of major importance in maintaining good membership relations. These responses are summarized in figure 1.

FIGURE 1
IMPORTANCE ATTACHED BY 226 COOPERATIVES TO SPECIFIED DEVICES FOR MAINTAINING GOOD RELATIONS WITH MEMBERS



Annual meetings and personal contacts each were checked as of major importance by more than seven-eighths of the cooperatives.



Good annual meetings are of major importance in maintaining favorable relations with co-op members.



Personal contacts like this - supported with adequate information - can contribute much to improve members' understanding and support.

the value of good educational exhibits, but not many find time to prepare and present such exhibits regularly.

ADDITIONAL EDUCATIONAL DEVICES FOUND HELPFUL

In addition to the check list of 12 items included in figure 1, a substantial number wrote in other educational devices they regarded as helpful in maintaining favorable relations with their members. These are summarized in table 3.

This supplementary list contains many helpful suggestions for cooperatives interested in improving their membership relations.

The fact that these devices were regarded as of sufficient importance by managers that they wrote them in is significant. Alert cooperative leaders have long recognized the value of educational meetings, courteous

Regular publications or house organs came in for third place with nearly three-fifths (57 percent) of the cooperatives checking this item.

Ranking next in importance were local discussion groups, circular letters, and periodic reports. These three devices were listed by about 40 to 50 percent of the respondents.

Mentioned by fewer than 25 percent of the cooperatives were the following devices: Radio programs, all family programs, cooperative Future Farmers of America projects, cooperative 4-H Club projects, educational exhibits, and discussion outlines, in the order named. Only a negligible number checked discussion outlines.

One factor working against the wider use of some of these educational devices is the lack of adequate time, facilities, and training to develop and utilize them to full advantage. For instance, most managers recognize

and efficient employees, motion pictures, film strips, member participation, frequent interagency relations, special publications, and educational tours. The same is true of the other items mentioned in table 3.

Table 3. - *Additional educational devices found helpful by cooperatives in maintaining good relations with members¹*

Educational device	Times mentioned
Educational meetings-----	25
Courteous and efficient employees-----	18
Motion pictures and film strips-----	14
Member participation-----	13
Friendly inter-agency relationships-----	12
Special publications-----	8
Educational tours-----	6
Market news service-----	5
Social events-----	5
Contests and awards-----	4
Women and youth programs-----	4
Magazine and newspaper articles-----	3
Advertisements-----	3
Other special services-----	14

¹This table summarizes the "write-in" comments that were submitted in addition to the check list contained in Figure 1, page 5.

EDUCATIONAL DEVICES TO INFORM MEMBERS OF THEIR RESPONSIBILITIES

As a further check on what cooperatives regard as practical and important, cooperatives were asked to indicate which of five specified educational devices they used regularly in informing members of their responsibilities.

The check list used in this instance was limited to the following five items: local meetings, news letters, special bulletins, educational exhibits, and personal contacts in the order named. Obviously, many other devices could have been added, but the check list was purposely held to a representative number to keep the question simple.

The member responsibilities contained in the check list were confined to four representative items for the same reason. These were (a) selecting association directors, (b) selecting delegates to regional meetings, (c) knowing the duties and responsibilities of officers and members, and (d) knowing the associations' general policies of operation. These four items appeared in the order named.

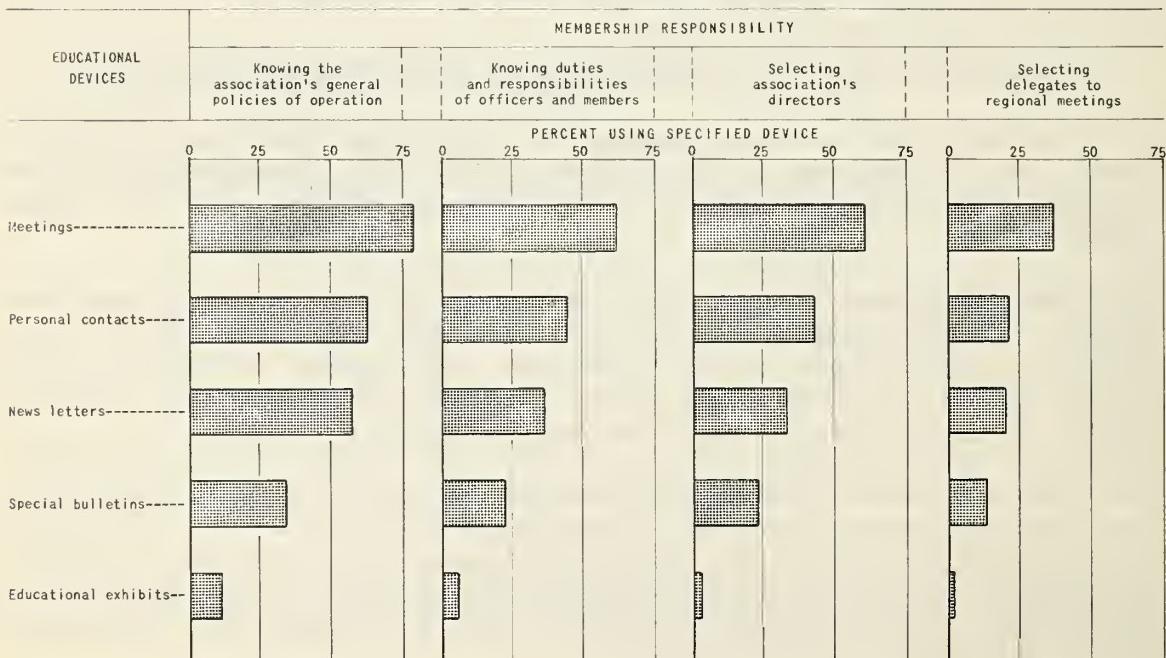
Figure 2 reflects the relative attention given to the four responsibilities enumerated. Receiving the most attention in this connection was the responsibility of knowing the association's general policies of operation. Ranking second was that of knowing the duties and responsibilities of officers and directors. Checked about equally often was that of selecting the co-op's directors. Selecting delegates to regional meetings was mentioned least often - perhaps mainly because regional meetings are held chiefly by the larger cooperatives.

Figure 2 summarizes the relative emphasis given to the specific devices. Both the educational devices and the responsibilities have been arranged according to the frequency with which they were checked. A comparison of figures 1 and 2 shows the same relative importance attached to meetings, personal, contacts, and the other items.

Local Meetings - Local meetings were the educational device used most often to inform co-op members of their various responsibilities. This was true of all four of the responsibilities enumerated. The importance of holding carefully planned meetings for members at regular intervals comes forth repeatedly in this study.

Personal Contacts - Personal contacts ranked second in frequency, despite the fact that it was the last device listed in the series. As with local meetings, personal contacts played an important role in informing members regarding each of the four responsibilities listed. To be of maximum effectiveness, the personal contacts need to be supported with careful planning and an adequate information program.

FIGURE 2
EDUCATIONAL DEVICES USED REGULARLY BY 187 COOPERATIVES
IN INFORMING MEMBERS OF THEIR RESPONSIBILITIES



Newsletters - Newsletters and publications rank close to personal contacts as a device for informing co-op members of their responsibilities. The usefulness of house organs for this purpose is verified by the many co-ops that make a special effort to issue a regular publication. Tangible efforts of this nature lend themselves much better to measurement than do personal contacts -- valuable as the latter may be.

Special Bulletins - Special leaflets designed for the specific purpose of informing co-op members of their privileges and responsibilities have been prepared by far too few associations. However, some excellent pamphlets along this line have been published by the more alert and progressive cooperatives. A number of these special bulletins are described more fully in another section of this report under the heading, "Special Publications Explaining Cooperative Services." (Page 22)

Educational Exhibits - Comparatively few co-ops reported using educational exhibits regularly to inform members of their responsibilities. Considering the advantages of presenting ideas pictorially, this field of cooperative education probably merits considerably more attention than many cooperatives have accorded it. This subject is discussed at greater length in another section of this study under the caption, "Educational Exhibits." The section gives a representative list of cooperatives producing outstanding exhibits. (Page 32)

METHODS TO ACQUAINT MEMBERS WITH NOMINEES' QUALIFICATIONS

If members are to vote intelligently they must have an opportunity to know the qualifications of the candidates for boards of directors. About half - 42 percent - of the cooperatives participating in this survey reported efforts in this direction. Table 4 shows how 49 cooperatives acquaint their members with the qualifications of their nominees.

Table 4. - *Methods used by 49 cooperatives in acquainting members with nominees' qualifications*

Method used	Number reporting	Percentage reporting
Mail information to members-----	11	22
Rely on personal contact and acquaintance-----	10	21
Introduce nominees at election meeting-----	10	21
Publish information in house organ-----	6	12
Discuss qualifications at district meeting-----	5	10
Attach biographies to ballots-----	5	10
Discuss qualifications at district caucus-----	2	4
Total-----	49	100



The co-op's board of directors should be composed of carefully chosen members who have a live interest in their association. Each is expected to keep a careful eye on the operations and policies of his organization.

Three methods stand out with about equal prominence. They are mailing information to members, personal contact, and introducing nominees at election meetings.

Other methods used include publishing information in the house organ, discussing qualifications at district meetings and caucuses, and attaching bibliographies to ballots.

Each of the above methods has merits. Adapted to the particular needs of a cooperative, their employment can go a long way towards interesting members in attending annual meetings and participating intelligently in the election of their directors.

EDUCATIONAL DEVICES TO MAINTAIN GOOD RELATIONS WITH MEMBERS

Cooperatives use many of the same educational devices to maintain good relations with members as they do in informing members of their responsibilities. In addition they use other means of reaching members. A detailed discussion of a selected number of these devices follows.

MEMBERS' AND DIRECTORS' MEETINGS

This report refers repeatedly to the importance of members' and directors' meetings as educational devices. Since meetings are so important in maintaining favorable relations and good understanding among members they should be held sufficiently often to accomplish these ends.

Frequency of Directors' Meetings - Most of the policy decisions of a cooperative are handled through an executive group of members known as the board of directors. This board in turn delegates the responsibility of carrying out its policies to a general manager. Even so it is desirable for the control of the cooperative to rest with the members and their elected representatives. To exercise this control effectively it is important that the board meet regularly to advise the manager and

to confer with him concerning important policy decisions. In this connection the number of meetings held by directors and by the members at large of 234 cooperatives is reported in table 5.

Table 5. - *Meetings held by boards of directors of 234 cooperatives*

Number of meetings held	Number reporting			Percentage reporting				
	Total	Type of cooperative			Total	Type of cooperative		
		Marketing		Pur-chasing		Marketing		
		Crop items	Animal items			Crop items	Animal items	
1 - 3-----	19	4	14	1	8	4	14	3
4 - 6-----	54	24	16	14	23	25	16	39
7 - 9-----	26	14	10	2	11	14	10	5
10 - 12-----	69	31	26	12	30	32	26	33
13 - 15-----	40	14	20	6	17	14	20	17
16 and above	26	11	14	1	11	11	14	3
Total--	234	98	100	36	100	100	100	100

From this table we learn that the highest percentage--30--of the boards of directors meet 10 to 12 times annually, or about once a month. About 28 percent average better than one meeting per month. The remainder meet from 1 to 9 times yearly; most of them on a bimonthly or quarterly basis.



The co-op's board of directors, serving as the members' representative in business matters, meets more frequently than do the members at large.

Obviously the necessity for meetings varies with the type of cooperative and the nature of its services. Whatever the situation it is important that the directors meet sufficiently often to keep abreast of developments so that they can perform their functions in a democratic and intelligent manner. This includes their being prepared to discuss with other members any current information of vital interest to the association.

Frequency of Membership Meetings - Meetings for the entire membership are held much less frequently than are those for directors. The number of membership meetings in this survey ranges from none to as many as 17 and more per year.

Table 6. - *Meetings held for the entire membership of 236 cooperatives*

Number of meetings held	Number reporting				Percentage reporting			
	Total	Type of cooperative			Total	Type of cooperative		
		Marketing		Pur-chasing		Crop items	Animal items	Pur-chasing
0-----	10	4	5	1	4	4	5	3
1-----	144	66	55	23	61	67	55	62
2-----	39	17	18	4	17	17	18	11
3 - 4----	26	11	11	4	11	11	11	11
5 - 8----	3	0	2	1	1	0	2	3
9 - 16----	7	1	4	2	3	1	4	5
17 and over--	7	0	5	2	3	0	5	5
Total---	236	99	100	37	100	100	100	100

As shown in table 6, three-fifths (or 61 percent) of the cooperatives hold but one meeting a year. This is the annual membership meeting--a minimum legal requirement in many States. Generally, it is devoted to hearing the manager's report, electing officers, and attending to other routine business. Normally, there is not much opportunity for detailed discussion or membership participation.

Four percent of the cooperatives reported no membership meetings at all--most of these are federations serving large territories. These federations are governed in most instances by directors who are elected by their respective member associations. Thus, direct membership participation is sometimes one step removed from the top organization.

About one-sixth (or 17 percent) of the cooperatives hold semi-annual meetings, while 11 percent meet three or four times yearly. Only 7 percent meet as often as five or more times annually.

Obviously, under these conditions the bulk of the business of the cooperative is entrusted to the board of directors. The board in turn leans heavily on the manager.



The annual membership meeting is the high point of the year. About one-third of the farmer cooperatives hold one or more additional meetings each year for the entire membership - either at one gathering place or by districts if the membership is large.

ANNUAL REPORTS

Most farmer cooperatives give an annual accounting of their operations and finances to the entire membership. The current study shows that about 91 percent of the cooperatives make their reports available to all their members. The remainder generally submit at least a partial report. Some economize on printing and mailing costs by confining the distribution of the full report to the members who submit written requests. A number publish excerpts of the manager's report in the cooperative's publication or house organ.

Despite the desirability of holding publication costs to a reasonable figure, it would appear false economy from a membership relations point of view not to send the entire membership at least a condensed report of each year's operations.

Methods Used in Making Annual Reports Available - Various methods are used in making a report available to the members. In replying on this point, each cooperative had a chance to check the common methods enumerated in table 7.

Table 7. - *Method used by 195 cooperatives in making annual reports available*

Method used	Number reporting ¹				Percentage reporting ²				
	Total	Type of cooperative			Total	Type of cooperative			
		Marketing		Pur-chasing		Marketing		Pur-chasing	
		Crop items	Animal items			Crop items	Animal items		
Printed report	100	34	46	20	51	44	53	62	
House organ---	78	25	38	15	40	32	44	47	
Mimeographed report-----	62	31	21	10	32	40	24	31	
Newspaper account-----	42	17	16	9	22	22	19	28	
Total ¹ ---	195	77	86	32	xxx	xxx	xxx	xxx	

¹Some associations reported the use of more than one method.

²Based on the 195 cooperatives submitting information on this subject.

Based on table 7, 51 percent of the replying cooperatives issue a printed annual report. Forty percent publish a report in their house organ, 31 percent distribute mimeographed copies, and 22 percent issue releases to newspapers. A substantial number use a combination of these methods.

The importance of any of these methods is not to be minimized. Many of the cooperatives are publishing attractive printed reports that are a credit to their business. A sizable number sponsor an "Annual Report" issue of their regular house organ each year, thus eliminating the need for a special publication and a special mailing. A number of the smaller cooperatives issue informative, appropriately illustrated, mimeographed reports that are very useful. Others publish the highlights of their annual reports in newspapers. This has the advantage of reaching the general public, including potential members.

Methods Used in Explaining Distribution of Savings - A basic principle of a true cooperative is that the members share in any savings that may accrue from the business. Thus, each member has a vital interest in the financial status of his organization.

The cooperatives were asked to indicate the methods they commonly used in explaining the distribution of savings to their members. In answering this query, they had an opportunity to check each of the 6 items enumerated in table 8.

Table 8. - Methods used by 224 cooperatives to explain distribution of savings to members

Method used	Number reporting				Percentage reporting ¹				
	Total	Type of cooperative			Total	Type of cooperative			
		Marketing		Pur-chasing		Marketing		Pur-chasing	
		Crop items	Animal items			Crop items	Animal items		
Annual meetings-----	201	85	81	35	90	90	86	97	
Annual report-----	163	60	71	32	73	64	76	89	
Personal contacts-----	134	53	54	27	60	56	57	75	
Correspondence-----	110	40	48	22	49	43	51	61	
House organ-----	99	28	49	22	44	30	52	61	
Discussion meetings-----	87	31	39	17	39	33	41	47	
Other methods ² -----	16	4	9	3	7	4	10	8	
Total reply-----	224	94	94	36	xxx	xxx	xxx	xxx	

¹Based on the 224 cooperatives submitting information on this subject.

²Includes district meetings, dinner meetings, news releases, paid advertisements, etc.

The distribution of savings is explained to members most frequently through annual meetings (90 percent) and annual reports (73 percent). Next in frequency are personal contacts (60 percent), correspondence (49 percent), and house organs (44 percent). Least used of the 6 methods listed is that of discussion meetings (39 percent).

A few of the cooperatives volunteered that they use such supplementary methods as district meetings, dinner meetings, news releases, and paid advertisements.

A significant observation in this connection is that a number of alert cooperatives are using as many as four or more methods to get this kind of information across to their members.

HOUSE ORGANS AND NEWSLETTERS

Among the foremost devices for keeping the members of a cooperative informed and interested is a regular news publication. This may range all the way from a simple mimeographed newsletter to an elaborate printed periodical, depending on the purpose to be served and the funds available.

Table 9. - Number and percentage of cooperatives furnishing a regular newsletter or publication to their members

Practice	Number reporting				Percentage reporting				
	Total	Type of cooperative			Total	Type of cooperative			
		Marketing		Pur-chasing		Marketing		Pur-chasing	
		Crop items	Animal items			Crop items	Animal items		
Furnishing publication-	157	53	75	29	67	54	77	78	
Not furnishing publication-	77	46	23	8	33	46	23	22	
Total----	234	99	98	37	100	100	100	100	

Table 9 shows that two-thirds of the cooperatives covered by this survey issue a regular newsletter or publication. Purchasing associations and those marketing dairy, livestock, and poultry products generally show slightly more interest in issuing regular publications than do most cooperatives marketing crops. Much of this difference can be attributed to the varying character of the commodities handled.

Frequency of Publication - Each cooperative must decide for itself how often its publication should be issued. Among the factors affecting this decision are the time and funds available, the need for current market information, and the nature of the cooperative services rendered.

In this study, the frequency of issuance ranges all the way from once a week to once a year.

Table 10 shows that about three-fifths of the cooperative issuing regular publications do so monthly. Most of the others distributed their publications, weekly, biweekly, bimonthly, or quarterly.

Table 10. - Frequency of publication of 164 cooperative house organs

Frequency of issuance	Number reporting				Percentage reporting				
	Total	Type of cooperative			Total	Type of cooperative			
		Marketing		Pur-chasing		Marketing		Pur-chasing	
		Crop items	Animal items			Crop items	Animal items		
Weekly-----	20	4	13	3	12	7	17	9	
Biweekly-----	14	2	9	3	8	4	12	9	
Monthly-----	101	30	49	22	62	57	64	64	
Bimonthly-----	10	7	1	2	6	13	1	6	
Quarterly-----	6	3	1	2	4	6	1	6	
Other-----	13	7	4	2	8	13	5	6	
Total----	164	53	77	34	100	100	100	100	

Monthly Publications - Most cooperatives find monthly publications come out often enough to give important news to their members. Typical of the monthly publications issued by some of the leading agricultural co-operatives are the following:

"Utah Poultry Cooperative" - an 8½" x 11" magazine printed on enameled paper of about 32 pages, published by the Utah Poultry and Farmers Co-operative, Salt Lake City, Utah.

"The Cranberry World" - a 5½" x 8½" illustrated magazine of about 16 pages, issued by the American Cranberry Exchange, of New York City.

"Creamery Cooperation" - a 3½" x 6" booklet of about 36 pages, published monthly for the members of the Challenge Cream and Butter Association, Los Angeles, Calif.



These attractive house organs help to keep co-op members informed regarding the activities and services of their associations.

"M.P.G. News" - a 9" x 11" illustrated monthly of about 8 pages, published by the Maine Potato Growers, Inc., Presque Isle, Maine.

"Citrus Leaves" - an 8½" x 11" periodical of about 42 pages, issued for the members of the Mutual Orange Distributors, Redlands, Calif.

"The Cooperative Farmer" - a 10½" x 14" newspaper of about 16 pages, distributed monthly to patrons of the Southern States Cooperative, Richmond, Va.

Weekly and Biweekly Publications - Cooperatives with a live interest in current news and market developments sometimes find it advantageous to issue weekly or biweekly releases to their members. This applies particularly to livestock, poultry, and dairy associations.

Typical of the publications issued weekly or biweekly are the following:

"Dairymen's League News" - a farm paper issued biweekly by the Dairymen's League Cooperative Association, New York City.

"Weekly News Letter" - issued by the Poultry Producers of Central California, San Francisco, Calif.

"Weekly Trade Review" - issued by the Farmers' Union Livestock Association, South St. Paul, Minn.

Bimonthly and Quarterly Publications - Other associations believe their information needs are adequately covered by issuing bimonthly or quarterly house organs. Illustrative of this group are the following:

"Almond Facts" - issued every 2 months by the California Almond Growers Association, Sacramento, Calif.

"The GFA News" - published 4 times a year by the Georgia-Florida-Alabama Peanut Association, Camilla, Ga.

"The Blue Anchor" - issued 4 times a year by the California Fruit Exchange, Sacramento, Calif.

METHODS USED IN REPRODUCING

The cooperatives participating in this study publish 70 percent of their membership publications or house organs in printed form. They reproduce the remaining 30 percent by mimeographing, dittoing, or multilithing. (Table 11).

Table 11. - *Methods cooperatives use to reproduce 164 house organs*

Method of reproduction	Number reporting				Percentage reporting				
	Total	Type of cooperative			Total	Type of cooperative			
		Marketing		Pur- chasing		Marketing		Pur- chasing	
		Crop items	Animal items			Crop items	Animal items		
Printed by letterpress-	114	33	54	27	70	62	70	79	
Reproduced otherwise---	50	20	23	7	30	38	30	21	
Total----	164	53	77	34	100	100	100	100	

Purchasing associations at 79 percent lead the field in printing their house organs. Cooperatives marketing animal items come next with 70 percent. Cooperatives marketing crops come third with 62 percent of their publications being printed.

Examples of Processed House Organs - A number of cooperatives are making effective use of well-illustrated processed publications. Some of these are multilithed or offset; others are mimeographed. Appropriately illustrated, these publications rate considerably above the plain mimeographed publications sometimes circulated. The following publications will serve to illustrate what a number of the cooperatives are doing in this field.

"Gold Spot News" - a multilithed monthly issued by the Enid Cooperative Creamery Association, Enid, Okla. This two-color 4-page publication carries attractive illustrations and is distributed regularly to about 8,000 members at an annual cost of about 30 cents a member.

"Columbus Milk Producers" - a monthly issued by the Central Ohio Cooperative Milk Producers, Inc., of Columbus, Ohio. This well-illustrated, mimeographed news sheet is distributed to about 3,000 patrons at an approximate cost of 70 cents per member per year.

"Cherry Growers Ink" - a monthly mimeographed newsletter of about 5 pages, issued by the Cherry Growers, Inc., of Traverse City, Mich. This publication is issued under a printed heading to about 175 members at a cost of \$3.00 per member per year.

"Farmers Union Trade Review" - a multilithed monthly news letter issued as a public service to 100,000 farmers and livestock men by the Farmers Union Livestock Association, South Saint Paul, Minn., at less than 20 cents per member per year.

"News Letter" - a multilithed weekly house organ of several pages published by the Tennessee Farmers Cooperative, Columbia, Tenn. This processed letter is distributed regularly to about 840 outlets at an approximate cost of \$1.40 annually per member.

Methods of Reproduction in Relation to Quantity Circulated - An important consideration in deciding whether a publication should be reproduced by printing or by other process is the quantity needed. Generally where the circulation is sizable cooperatives are printing their house organs. A comparison of the quantities circulated and the reproduction methods used is presented in table 12.

Table 12. - Circulation per issue of 164 cooperative house organs

Circulation per issue	Number		Percentage	
	Printed by letterpress	Reproduced otherwise	Printed by letterpress	Reproduced otherwise
1 - 999-----	6	28	5	56
1,000 - 4,999-----	39	15	34	30
5,000 - 9,999-----	14	4	12	8
10,000 - 19,999-----	20	1	18	2
20,000 - 39,999-----	13	1	12	2
40,000 and over-----	22	1	19	2
Total-----	114	50	100	100

More than three-fifths of the house organs reproduced by letter press printing have a circulation of 5,000 or more. Practically all of the remainder that are printed are for quantities above 1,000 copies. Only 5 percent of the publications reproduced by letter press have a circulation of less than 1,000 copies.

On the other hand, the house organs that are mimeographed or otherwise processed are generally confined to more limited circulation. About 56 percent of the publications processed have a circulation of less than 1,000 per issue. An additional 30 percent have a circulation of less than 5,000. Of the house organs with a circulation of 10,000 or more, only 6 percent are reproduced by offset printing.

Annual Cost Per Printed Copy - An attractive, effective house organ requires money. Printing funds and other reproduction expenses usually have to be budgeted and approved in advance. Thus, it is helpful to note in table 13 the printing costs incurred for the printed house organs on which cost data were reported.¹ These costs will depend a great deal, of course, on the number of issues and the number of pages in each issue.

Table 13. - *Annual cost of house organs printed by 96 cooperatives, by volume of circulation*

Circulation per issue	Number publications	Median annual cost per copy		
		Lowest third	Middle third	Highest third
1 - 999-----	6	\$1.00	\$1.20	\$2.00
1,000 - 4,999-----	35	.25	.96	1.83
5,000 - 9,999-----	11	.17	.36	1.03
10,000 - 19,999-----	17	.26	.45	.81
20,000 - 39,999-----	10	.11	.30	.66
40,000 and over-----	17	.24	.52	1.01
Total-----	96	-	-	-
Median cost-----	-	\$ 0.22	\$ 0.58	\$ 1.30

In general, the larger the quantity printed, the lower the cost per thousand. This is particularly true for the first 10,000 copies.

The median annual expenditure per copy of circulation for 96 printed publications was 58 cents. In other words, 50 percent of the publications cost less than 58 cents and 50 percent cost more.

As shown in table 13, the annual printing costs for the reported publications ranged from 11 cents a copy to as much as \$2.00 per copy. These cost figures may be construed roughly as the annual expenditure

¹No attempt is made in this survey to present tabular data regarding the cost of issuing processed house organs. The preparation of stencils and the reproduction work is usually done by regular office personnel. Thus, accurate cost figures are not readily available. Where only a few pages are involved the cost is generally quite nominal.

per association member. In most instances this means 12 issues a year. However, in special cases it may mean as low as 1 and as high as 52 issues per year, as reflected in table 13.

The data in table 13 are presented in terms of median costs rather than averages because of the relatively small number of publications involved in each category. This tends to lessen the distortion that results sometimes from having a few periodicals with extremely high or low costs.

The median annual cost in turn is shown in three columns - namely, lowest third, middle third, and highest third - to indicate the relative deviation of the lowest and highest from the middle price. It should be noted that the median annual cost per copy for the highest third is \$1.30, as compared to \$0.58 for the middle third, and \$0.22 for the lowest third. Cooperatives contemplating a high class publication for distribution 12 times a year will probably find the highest third a better cost guide than the middle third.

Sale of Advertising Space to Defray Printing Costs - An advantage in issuing an attractive printed publication is that advertising space can often be sold to help defray the costs of printing. Table 14 indicates the extent to which the responding cooperatives carried paid advertisements in their printed house organs.

Table 14. - *Percentage of house organ cost defrayed by cooperatives through sale of advertising space by size of circulation*

Percentage of cost defrayed	Circulation					
	Less than 5,000		5,000 or over		Total	
	Number	Percent	Number	Percent	Number	Percent
None-----	26	60	23	41	49	48
1 - 19-----	4	9	11	19	15	15
20 - 39-----	4	9	11	19	15	15
40 - 59-----	2	4	5	9	7	7
60 - 79-----	2	4	4	7	6	6
80 - 99-----	3	7	3	5	6	6
100 or more----	3	7	0	0	3	3
Total-----	44	100	57	100	101	100

Table 14 shows that about half of the 101 publications defrayed their printing costs in full or in part by income from advertising. Generally, the advertising income covers only a part of the printing expense. In less than 25 percent of the cases does the advertising revenue amount to as much as 40 percent or more of the printing costs. About 3 percent of the printed publications carry enough advertising to pay all of the printing expenditure.

Publications with a circulation of 5,000 or more have a better chance of interesting advertisers than do those with a smaller reading audience. Table 14 shows that 60 percent of the former gained revenue from paid advertisements, as contrasted to 41 percent of the latter.

Many cooperatives prefer not to carry any commercial advertisements beyond the products which they themselves handle. Others are willing to accept advertisements from any business that is not directly competitive with theirs. Where circumstances are favorable an increasing number of cooperatives welcome the opportunity of offsetting some of their printing costs in this manner.

SPECIAL PUBLICATIONS EXPLAINING COOPERATIVE SERVICES

An up-and-coming association is ever alert to publicize the cooperative services it offers. Generally this requires doing something more than just distributing a printed copy of the association's bylaws. While it is desirable that the bylaws be available and understandable to all members, their language is generally too legalistic to invite broad reading.

Hence, most cooperatives need supplementary publications that will foster a pride-of-belonging among members and lead to better understanding of the responsibilities and services. Such literature can often help also toward gaining the interest of prospective members.

A substantial number of cooperatives are meeting this need by publishing special pamphlets from time to time for distribution to interested individuals and members.

Table 15. - Number and percentage of cooperatives distributing special publications

Practice	Number reporting				Percentage reporting				
	Total	Type of cooperative			Total	Type of cooperative			
		Marketing		Pur-chasing		Marketing		Pur-chasing	
		Crop items	Animal items			Crop items	Animal items		
Distributing pamphlets-----	83	24	36	23	36	25	37	62	
Not distributing pamphlets-----	149	73	62	14	64	75	63	38	
Total-----	232	97	98	37	100	100	100	100	

Table 15 indicates that 36 percent of the cooperatives replying prepared and distributed special pamphlets. Purchasing cooperatives lead the field in this respect with 62 percent of those replying saying they publish such pamphlets.

Most of the special pamphlets issued can be grouped into about five general categories; namely, know-your-co-op bulletins, historical publications, production know-how bulletins, marketing and merchandising bulletins, and question-and-answer leaflets.

Know-Your-Co-op Bulletins - Know-your-co-op bulletins are especially helpful in acquainting new members with the policies and services of the cooperatives and in keeping all members abreast of current developments. Following are some noteworthy examples:

"Farm Families Together" - Southern States Cooperative, Richmond, Va. An illustrated 24-page brochure which outlines the philosophy, community services, membership relations, information activities, and the seed, feed, fertilizer, farm supply, petroleum, freezer locker plant, farm home, and other services offered by this large regional cooperative.

"Welcome as a Member" - Inter State Milk Producers Cooperative, Philadelphia, Pa. A 6-page leaflet describing the services Inter State offers to its members.

"Ours - for Better Service" - Producers Livestock Cooperative Association, Columbus, Ohio. An illustrated 24-page booklet outlining the co-operative services available from this association and its subsidiaries.

"Our Cooperative" - The Washington Cooperative Chick Association, Bellingham, Wash. A 4-page leaflet describing the functions and services of this association.

"Information Pamphlet" - Tennessee Burley Tobacco Growers Association, Columbia, Tenn. A 6-page leaflet describing the business, philosophy, objectives, operational procedure, and member responsibilities of this association.

Historical Publications - Historical publications, written in popular easy-to-read style, can do much to portray the cooperative's progress. Properly utilized such pamphlets help to instill confidence in the organization and lead to a better appreciation of the services offered by the cooperative.

"Progressing Together for 25 Years" - The Miami Valley Cooperative Milk Producers Association, Dayton, Ohio. This publication describes the origin, troubles, and ultimate success of this dairy cooperative. It highlights the association's physical equipment and advantages of membership.

"The History and Philosophy of Southern States Cooperative" - Southern States Cooperative, Richmond, Va. A 64-page story of the beginning, the struggle for existence, early expansion, regional growth, manufacturing and marketing services, and the major accomplishments of this large cooperative.

"The Story of Calavo" - Calavo Growers of California, Los Angeles, Calif. An attractive 16-page booklet outlining the development of the avocado industry and the cooperative marketing of this commodity.

"Behind the Bricks and Mortar" - Central Cooperative Wholesale, Superior, Wis. An illustrated 22-page leaflet telling the story of its growth, development, and services.

"History of the California Fruit Exchange" - California Fruit Exchange, Sacramento, Calif. A 64-page brochure describing its development, leadership, sales, operations, and other highlights.

Production Know-How Publications - Production know-how leaflets of many types are issued by leading cooperatives. Usually these are slanted with an eye to obtaining good quality production or toward improving production efficiency.

"The Chick Book" - Farmers Cooperatives Exchange, Raleigh, N. C. A 16-page booklet outlining the principles of healthy chick production.

"FCX Hybrid Corn Handbook" - Farmers Cooperative Exchange, Raleigh, N. C. A 24-page illustrated booklet giving extensive information concerning the development, production, and processing of hybrid corn - one of the leading commodities handled by this cooperative.

"Protect Your Crops - the Eastern States Way" - Eastern States Farmers Exchange, Inc., West Springfield, Mass. A 40-page compilation of schedules for spraying and dusting all varieties of fruits and vegetables, including important supplementary information.

"Milk - Our No. 1 Crop" - Dairymen's League Cooperative Association, New York, N. Y. An illustrated brochure describing the story of milk from pastureland to people's tables, prepared for teachers and pupils of vocational agriculture and 4-H Club members.

"Turkey Hatcheryman's Guide to Better Hatches" - California Turkey Growers Association, San Francisco, Calif. Presents in chart form a guide to hatchability, disease symptoms, and probable causes.

Marketing and Merchandising Publications - Marketing and merchandising literature is available in a number of cooperative fields. Usually these leaflets are aimed directly at improving marketing practices or at promoting the sale of agricultural supplies to farmers. The following examples will serve to illustrate publications of this type:

"Hardy North Dakota Seed Grains" - North Dakota Grimm Alfalfa Association, Fargo, N. D. A 16-page folder describing the seed grains available through this cooperative.

"Petroleum, Seed, and Plant Food for Better Farms" - Illinois Farm Supply Company, Chicago, Ill. A 30-page picture folder depicting the seed, fertilizer, paint, and petroleum processing facilities of this large cooperative.

"Product Knowledge on Asphalt Roll and Shingle Roofing" - United Cooperatives, Inc., Alliance, Ohio. A 12-page manual for cooperative employees which outlines the advantages of asphalt roofing, how to figure roof areas, and how to lay roll and shingle roofing.

"Increase Your Farming Efficiency With a Co-op Spraco Boom Sprayer" - Indiana Farm Bureau Cooperative Association, Indianapolis, Ind. A 4-page pamphlet illustrating the merits and uses of various types of farm sprayers.

"Paint It - The Eastern States Way" - Eastern States Farmers Exchange, West Springfield, Mass. A helpful 40-page illustrated manual covering all phases of farm and home painting, a useful text for high school and vocational students.

Question-and Answer Publications - Question-and-answer publications provide a concise means of presenting selected information to cooperative members and others. They often offer a good means of informing the members on troublesome problems and questions. They lend themselves to a wide variety of use, as illustrated below:

"What Every Walnut Grower Should Know" - California Walnut Growers Association, Los Angeles, Calif. Poses and answers 67 questions of interest to walnut producers.

"The Truth About Mississippi Farmer Cooperatives" - Mississippi Council of Farmer Cooperatives, Jackson, Miss. Lists seven pertinent questions and answers regarding cooperative financing, taxes, and related topics.

"Answers" - Consumer Cooperatives Associated, Amarillo, Tex. A 4-page leaflet answering three questions: (a) What is a co-op? (b) How does it work? and (c) What is Consumer Cooperatives Associated?

"Questions and Answers" - Missouri Farmers Association, Columbia, Mo. A 3-page folder that affords concise answers to 17 questions frequently asked concerning this cooperative's operations.

"Answers" - Poultry Producers of Central California, San Francisco, California. Asks and answers 25 pertinent questions such as: (a) Who owns and operates this association? (b) What does it cost to join? (c) What is meant by "pooling"? and (d) What is the egg marketing agreement?

DISCUSSION OUTLINES

A number of agricultural cooperatives are making effective use of discussion groups to put across the cooperative story. These discussion meetings afford an opportunity for members to exchange views on important aspects of their programs. They also develop a clearer concept and understanding of cooperative principles among participants.

Table 16 shows that one cooperative out of every eight is using discussion outlines. Purchasing cooperatives are three times as likely to use such outlines as are other types of cooperatives.

Table 16. - Number and percentage of cooperatives that have developed discussion outlines

Practice	Number reporting				Percentage reporting				
	Total	Type of cooperative			Total	Type of cooperative			
		Marketing		Pur-chasing		Marketing		Pur-chasing	
		Crop items	Animal items			Crop items	Animal items		
Outlines developed	29	9	10	10	12	9	10	27	
No outlines developed	203	89	87	27	88	91	90	73	
Total-	232	98	97	37	100	100	100	100	

Probably many more associations would avail themselves of this helpful device if suitable outlines were available and if more cooperative leaders were trained in discussion group procedure.



Discussion meetings -- such as those held in homes of Ohio farmers and pictured here -- provide an opportunity for exchanging ideas and laying future plans.

For effective use, discussion outlines should be kept as simple and purposeful as possible. They should be dovetailed into the overall educational program of the cooperative.

A challenging aspect about their use is that the discussion procedure can be varied to suit the group. Among the variations used satisfactorily are the following: (a) subject matter guides for group discussion purposes, (b) combination film and discussion meetings, and (c) combination discussion and quiz contests.

Subject Matter Guides for Discussion Groups - An effective approach to holding fruitful discussion meetings is that of supplying subject matter outlines including suggested references, speakers, and visual aids to groups interested in discussing selected topics or problems.

The Dairymen's League Cooperative Association, New York City - with a membership of 26,000 families in six states - supplies educational material to its 657 local incorporated units. Much of this is prepared and distributed through its Home Department and its Young Cooperator Department.

The Southern States Cooperative, Richmond, Va., has been sponsoring a series of discussion meetings through its numerous local farm home advisory committees. Conducted under the direction of the Southern States Farm Home Service, these meetings are designed to help farm women understand their cooperative better and to acquaint them more fully with its many farm and home services.

The Central Cooperative Wholesale, Superior, Wis., publishes a monthly mimeographed bulletin entitled "Together." It includes discussion suggestions and news for use by committee members, guild members, directors, junior leaders, and others. The May 1949 issue included a list of helpful references for discussion leaders.

Combination Film and Discussion Meetings - Educational films have been used with much success to convey the cooperative story. A substantial number of cooperatives have developed films of their own. Others have been prepared and distributed by the Farm Credit Administration, the Rural Electrification Administration, the various State agricultural colleges and other educational agencies.

The Farm Credit Administration has recently issued an annotated list of about 75 cooperative films available for loan, purchase or rental from the above sources. The list includes a wide variety of subjects including credit, electrification, marketing and purchasing. This publication is Miscellaneous Report 144, "Motion Picture Films on Cooperation." Interested individuals may procure a copy of this publication by writing directly to the Information and Extension Division, Farm Credit Administration, United States Department of Agriculture, Washington 25, D. C.

The value of such educational films is enhanced considerably when the pictures are shown in conjunction with appropriate reading material and group discussions. The following examples will serve to illustrate what some of the alert cooperatives are doing in this field.

The Illinois Farm Supply Company, Chicago, Ill., has issued a sound slide film entitled "Your Investment in Better Farming." A supplementary illustrated booklet by the same title is available for discussion and reference purposes. These aids were prepared for the many local Farm Bureau cooperatives in Illinois.



Motion picture films on co-op subjects are available from the district offices of the Farm Credit Administration, the various State agricultural colleges and a number of leading cooperatives -- on a loan, rental, or purchase basis.

The Consumer Cooperatives Associated, of Amarillo, Tex., is prepared to furnish a cooperative film and discussion leader to interested groups in its patronage area. Several hundred group meetings have been covered in this manner.

Combination Discussion and Quiz Contests - A previous section of this report discusses the special question-and-answer publications that have been issued by a number of cooperatives. These can serve as effective guides for group discussions. A number of cooperatives have gone a step further and sponsored quiz contests. These are sometimes conducted in connection with local high school classes in agriculture. Others are held in connection with family night meetings and other occasions. For example:

The Producers Livestock Marketing Association, Louisville, Ky., has developed a 31-point quiz covering livestock and meat products.

The Young Cooperator Department of the Dairymen's League Cooperative Association, New York City, has formulated a know-your-co-op quiz which it uses in connection with its youth groups and membership meetings.

The Eastern Shore Producers Exchange, Inc., Onley, Va., has assembled a quiz for the use of high school students and others. This deals with what the local cooperative does, who owns and runs it, and the cooperative's marketing, purchasing and service practices.

A modified form of the question-and-answer approach has been developed by the Calavo Growers of California, Los Angeles, Calif., in collaboration with five other cooperatives in Southern California. Published in chart form under the heading of "Some Basic Facts About Farm Cooperatives," this mimeographed publication defines some of the common cooperative terms and presents on separate pages the major characteristics of each of the six cooperatives that participated in its preparation.

EDUCATIONAL DEVICES TO BUILD BOTH MEMBER AND PUBLIC RELATIONS

In addition to the numerous educational devices designed primarily to reach the active members of a co-op, attention needs to be given also to the various methods that may be used to reach prospective members

The Cooperative Grange League Federation Exchange, Inc., of Ithaca, N. Y., has available a full color sound movie called "From These Roots." The film depicts how farmers have learned to work together. An 8-page leaflet by the same title shows selected views from the film and outlines the services and principles of this cooperative.

and the general public. The matter of public relations becomes increasingly significant as the size of the farm population diminishes in relation to the total population - a situation that could readily lead to legislation that is unfavorable to farmers.

Among the approaches available to reach both members and the general public are such tried and proved devices as newspaper stories, farm magazine publicity, educational exhibits, identification signs, and complimentary items. Each of these devices is discussed in subsequent sections.

NEWSPAPER STORIES

Newspapers provide a useful avenue for carrying cooperative information to the members and to the public at large. While most cooperatives make occasional use of the newspapers, the percentage that do so in a concerted and systematic way could be larger. One of the points covered in this study was the number of times different articles originating from the cooperatives appeared in newspapers during the previous year. (See table 17)

Table 17. - *Number of times news items originating from 201 cooperatives appeared in newspapers*

Number of times news items reported used	Total	Number reporting			Percentage reporting				
		Type of cooperative			Total	Type of cooperative			
		Marketing		Pur-chasing		Marketing		Pur-chasing	
		Crop items	Animal items			Crop items	Animal items		
None-----	31	19	10	2	15	22	12	7	
1 - 9-----	59	29	22	8	29	34	26	27	
10 - 19----	30	12	17	1	15	14	20	3	
20 - 39----	24	10	10	4	12	11	12	13	
40 - 79----	27	10	13	4	14	11	16	13	
80 and above	30	7	12	11	15	8	14	37	
Total--	201	87	84	30	100	100	100	100	

About five-sixths (85 percent) of the associations responding sent out news stories to the newspaper in their localities. The number of articles thus initiated ranged from less than 10 for 44 percent of the associations to 40 and above for the best 29 percent. About 41 percent originated 20 or more such items annually. The cooperatives using this channel obtained the attention of their patrons, prospective members, and the general public at a relatively small cost.

A good basis for comparing the extent to which the various types of cooperatives are availing themselves of these services is to note the percentage that reported 20 or more such stories. This amounted to 63 percent for purchasing cooperatives, 42 percent for cooperatives marketing animals and animal products, and 30 percent for cooperatives marketing crops.

FARM MAGAZINE PUBLICITY

Another effective means of keeping the cooperatives' activities and programs before members and other farmers is that of maintaining a regular news column or using educational-type advertisements in the farm paper or magazine of the area. This has the advantage of reaching many potential members as well as present members. Properly handled such a column can accomplish considerable good at comparatively little expense.

Table 18 shows that about one-eighth of the associations responding maintain a regular news column in one or more farm papers or magazines in addition to their own publications. Based on the comments received twice as many more submit occasional articles or educational-type advertisements, such as balance sheets and excerpts from annual reports, to farm papers.

Many of the cooperatives that maintain a regular news column do so in connection with periodicals sponsored by the Farm Bureau, the Grange, the Farmers' Union, or other farm organizations.

For example, the Indiana Grain Cooperative, Inc., of Indianapolis, sponsors regular articles in the various county editions of the Farm Bureau News in that State.

The Farmers' Union Livestock Association, of St. Paul, Minn., provides news items and advertises regularly in the various State editions of the Farmers Union News of Minnesota, Wisconsin, Iowa, North Dakota, South Dakota, and Montana.

The Tennessee Burley Tobacco Growers Association, of Columbia, Tenn., has a news article each month in the Tennessee Farm Bureau paper which goes to about 35,000 farms in that State.

Table 18. - *Number and percentage of cooperatives maintaining a regular news column in farm papers or magazines*

Practice	Number Reporting				Percentage reporting				
	Total	Type of cooperative			Total	Type of cooperative			
		Marketing		Pur-chasing		Marketing		Pur-chasing	
		Crop items	Animal items			Crop items	Animal items		
Maintain news column-----	30	11	15	4	13	11	15	11	
Not maintaining news column-----	205	88	84	33	87	89	85	89	
Total---	235	99	99	37	100	100	100	100	

SURE, THE MFA PAYS TAXES



The MFA Helps Build Better Communities With Taxes

Nobody in this state pays more taxes relatively than farmers. As much can be said of the cooperatives that farmers own, and which are simply an extension of the farming enterprise.

M. F. A. units pay a total of approximately \$500,000 per year in taxes. Check the records of your county and city collectors. The following is a list of the kinds of taxes paid by M. F. A. units.

City Real Estate
County and State Real Estate
Social Security Old Age Benefit
Unemployment Insurance—State
Federal Unemployment—Excise
State Corporation Registration
City Merchants
County Merchants
City Personal Property
County Personal Property
Sales Tax
Transportation Tax
Seed Permits
Produce License
Oleo License

State of Missouri Labor Inspection
Dairy Products Mrs. License
Testers, Graders, Samplers Licenses
State Field Superintendents License
City Manufacturers
Truck Licenses
County Manufacture
Chaufer's Licenses
Tonnage Tax
Feed Registration
Occupation Tax
Egg Licenses
Cream Licenses
Gas Taxes
*Income Taxes

In Addition To State And Local Taxes Paid By MFA, the 122,000 Members Individually Pay Federal Income, State Income, Personal, School and All Other Taxes Amounting To Millions of Dollars Annually.

*Every MFA Cooperative is subject to Federal Income Tax Laws and files returns. A cooperative that restricts its operation so that substantially all of its business is with farmer members files a form showing that it is returning savings to its members in the form of lower prices or higher quality products or income. Some cooperatives prefer not to restrict substantially all of their business to members. They file a regular income tax return and pay income tax on savings.

MFA MILLING COMPANY
PRODUCERS PRODUCE COMPANY
MFA ARTIFICIAL BREEDING ASSOCIATION
MFA HATCHERY
MFA PACKING COMPANY
MFA STOCKYARDS COMPANY
MFA MILK HAULERS SERVICE COMPANY



THE STATE-WIDE
MISSOURI FARMERS ASSOCIATION
AND ITS
122,000 FARMER MEMBERS

I'm a businessman, too. Along with 122,000 of my neighbors, I own the Missouri Farmers Association. Since I own a part of one of the businesses in our community, it's only natural that I'm interested in building a BETTER community.

Like every other businessman, I'm part of this community — and my future is tied in with its future. Our MFA pays all the local and state taxes paid by any other business in this community.

The MFA is in the nature of an economic partnership. No partnership is required to pay federal income taxes — the federal income taxes are paid by the individual partners. All patronage dividends or refunds distributed by the MFA must be accounted for by MFA members in our individual income tax returns, just as is the case with any partnership. But partnerships pay state and local taxes and so does our MFA.

MFA PAID MORE THAN A HALF MILLION DOLLARS IN STATE AND LOCAL TAXES LAST YEAR. IN GREENE COUNTY AND SPRINGFIELD ALONE, MFA PAID \$152,336.87 IN TAXES.

FURTHERMORE, THE ANNUAL PAYROLL OF WAGES, SALARIES, Etc. OF ALL MFA AGENCIES IN SPRINGFIELD & GREENE COUNTY AMOUNTS TO APPROXIMATELY \$2,250,000 PER YEAR.

You'll find MFA members doing our share of serving on committees—as members of community groups—in special campaigns — in special efforts for community building—and shouldering our load when it comes to programs or activities which can mean real benefits for our community.

The Missouri Farmers Association is owned and operated by farmers. This means we farmers are working together to help ourselves, and when we help ourselves, we're helping the community in which we do business. When we farmers make more money, we have more to spend with other businessmen in the community, with the doctor and dentist and for better churches and schools.



A pile of loose bricks become a building of lasting benefit to mankind when bound together with mortar. Likewise, a group of farmers becomes an institution of lasting benefit to the community when bound together through the cooperative.

Some of the benefits are:

- Better farming.
- Better farm income to buy the products and services of industry.
- Better community health.
- Better schools and churches.
- Better farm products for consumers.

MFA MUTUAL INSURANCE COMPANY
GREENE COUNTY FARMERS SALES ASSH.
MFA OIL COMPANY
PRODUCERS CREAMERY COMPANY
PRODUCERS GROCERY COMPANY
MFA SUPPLY DIVISION
MFA TIRE DIVISION
MFA PLANT FOOD AND SEEDS DIVISION

The Producers Livestock Cooperative Association, of Columbus, Ohio, provides a page regularly in the Ohio State Grange monthly, in the Ohio Farm Bureau News, and in 21 county editions of the Farm and Home News.

A large California dairy cooperative reports that two local farm papers have asked its manager to contribute articles regularly.

The West-Central Cooperative Grain Company, of Omaha, Nebr., reports an offer from a farm organization to carry articles concerning cooperative grain activities.

The Mid-South Milk Producers Association, Memphis, Tenn., submits articles occasionally to the "Livestock Weekly."

The California Canning Peach Growers, San Francisco, Calif., supplies articles periodically to the "Colorado Fruit and Grape Grower."

Many of these periodicals have extensive circulations and their editors are glad to publish appropriate articles dealing with agricultural co-operatives.

A number of cooperatives purchase space regularly in the agricultural magazines and newspapers covering their patronage areas. For example:

The Texsun Citrus Exchange, of Weslaco, Tex., pays for one page monthly in "Texas Farming and Citriculture" and supplies its members with free subscriptions to this publication.

The Cooperative Grange League Federation Exchange, Inc., of Ithaca, N. Y., buys advertising space in three major farm papers in its patronage area - the American Agriculturist, the Dairymen's League News, and the New Jersey Farm and Garden Magazine - as well as space in several minor farm publications and county newspapers.

The California Fruit Growers Exchange, of Los Angeles, conducts a field service advertising campaign in the newspapers located in the citrus area of that State. This co-op also has several pages of news items in the California Citrograph each month under the heading, "The Sunkist Corner."

The Kentucky Wool Growers Cooperative Association of Lexington runs paid advertisements in several local newspapers during the wool marketing season.

EDUCATIONAL EXHIBITS

Educational exhibits have proved helpful devices for developing and maintaining good membership relations as well as helping put across the co-op idea to the public. Carefully planned, such exhibits can tell the cooperative story with a minimum of words.

Table 19. - Number and percentage of cooperatives putting on educational exhibits

Number of exhibits	Number reporting				Percentage reporting			
	Total	Type of cooperative			Total	Type of cooperative		
		Marketing	Crop items	Animal items		Marketing	Crop items	Animal items
None-----	56	31	21	4	34	45	30	14
1 - 4-----	61	29	26	6	37	42	38	22
5 - 9-----	16	4	7	5	10	6	10	18
10 - 14-----	6	1	3	2	4	1	4	8
15 - 19-----	4	0	2	2	2	0	3	8
20 - 24-----	7	0	5	2	4	0	7	8
25 - 49-----	5	1	1	3	3	1	2	11
50 and over---	10	3	4	3	6	5	6	11
Total----	165	69	69	27	100	100	100	100

Table 19 shows that educational exhibits are used by about two-thirds of the cooperatives participating in this survey. These exhibits were shown at fairs, stores and other public places.

Purchasing cooperatives lead in the relative number - 86 percent - preparing such displays. This compares with 70 percent for cooperatives marketing dairy, livestock, and poultry, and 55 percent for cooperatives marketing crops.

Of the total replying, 37 percent prepared from one to four exhibits annually. The remaining 29 percent had five or more exhibits. The latter were about equally divided among those displaying 5 to 9 exhibits, 10 to 24 exhibits, and 25 or more exhibits.

By far the greatest number - 71 percent - of these educational exhibits were shown at State and county agricultural fairs. Most of the others appeared as store exhibits or as special displays at annual meetings and conventions.

Purchasing Associations - Many of the purchasing cooperatives emphasize educational exhibits. Among these are the following:

Cooperative Grange League Federation Exchange, Inc., Ithaca, N. Y. Sponsors three or four major educational exhibits annually. Local



Exhibits help develop interest, understanding, and use of farmer cooperatives.

cooperative service agencies exhibit their wares and services at local fairs, farm meetings, and other places.

Consumer Cooperatives Associated, Amarillo, Tex. Sponsors a large 68" x 72" exhibit at the Texas State Fair depicting its organization, processing facilities, and special services.

Eastern States Farmers Exchange, Inc., West Springfield, Mass. Displays Eastern States merchandise at State and county fairs in its patronage area.

Consumers Cooperative Association, Kansas City, Mo. Exhibits at numerous State and county fairs and in store windows. Has used the theme "Cooperatives Are Good for Communities."

Farmers Cooperative Exchange, Inc., Raleigh, N. C. Exhibits annually at agricultural fairs on such general themes as "Improving Rural Standards" and "Good Feeding Practices."

Midland Cooperative Wholesale, Minneapolis, Minn., displays educational exhibits at 50 to 75 agricultural fairs annually.

Ohio Farm Bureau Cooperative Association, Inc., Columbus, Ohio. Prepares numerous educational exhibits each year depicting its services and commodities to those attending State and county fairs.

Southern States Cooperatives, Inc., Richmond, Va. Frequently includes educational material in monthly display kits it furnishes to about 600 local service agencies.

Pacific Supply Cooperative, Walla Walla, Wash. Participates frequently at local fairs and exhibits; occasionally at labor, school, and church meetings.

Cooperatives Marketing Animals and Animal Products - Several dairy, live-stock, and poultry cooperatives use educational exhibits. Among these are the following associations:

Falls Cities Cooperative Milk Producers Association, Louisville, Ky. Has developed a chart outlining the services rendered to its members.

United Farmers of New England, Charlestown, Mass. Has prepared educational exhibits depicting its services "From Farmer to Consumer."

Producers Creamery Company, Springfield, Mo. Has an exhibit of a model dairy barn which it shows at various meetings.

Land O'Lakes Creameries, Inc., Minneapolis, Minn. Has sponsored exhibits and floats showing advantages of dairy herd improvement.

Farmers Union Livestock Association, South St. Paul, Minn. Puts on at least 10 educational exhibits yearly at State and county Farmers Union Conventions.

Producers Commission Association, Kansas City, Mo. Shows educational exhibits and conducts market tours in conjunction with numerous farmers' meetings.

Poultry Producers of Central California, San Francisco, Calif. Has prepared exhibits to show the advantages of cooperative membership and to acquaint members with the services offered.

Oregon Turkey Growers, Roseburg, Oreg. Uses various exhibits to show the cooperative processing and packaging of turkeys.

Washington Cooperative Farmers Association, Seattle, Wash. Sponsors educational exhibits at several agricultural fairs.

Cooperatives Marketing Crops - Several of the fruit, vegetable, grain, tobacco, and other crop cooperatives use educational exhibits. A number of these have paid special attention to merchandising. Among those most active are the following associations:

National Cranberry Association, Hanson, Mass. Advertises its processed products with attractive posters in thousands of retail outlets.

Calavo Growers of California, Los Angeles, Calif. Exhibits at agricultural fairs.

Mutual Orange Distributors, Redlands, Calif. Shows educational material at several agricultural fairs.

California Fruit Growers Exchange, Los Angeles, Calif. Prepares exhibits annually for large agricultural fairs.

Michigan Potato Growers Exchange, Cadillac, Mich. Features its certified seed potatoes in attractive exhibits at State farm shows in Ohio and Pennsylvania.

Equity Union Grain Company, Kansas City, Mo. Maintains a large exhibit booth at the Nebraska State fair in Lincoln each year.

West-Central Cooperative Grain Company, Omaha, Nebr. Prepares educational exhibits for its annual meeting, featuring the marketing of grain through cooperative channels.

Producers Grain Commission Company, St. Louis, Mo. Features educational exhibits showing the cooperative marketing of grain.

RADIO PROGRAMS

The radio provides a helpful educational device for getting information to the public. Many farmers listen to the radio regularly to obtain weather forecasts, the latest market news, and other timely information. A substantial number of the leading cooperatives have recognized the

Table 20. - *Times cooperative leaders appeared on radio programs*

Times leaders appeared	Number reporting				Percentage reporting				
	Total	Type of cooperative			Total	Type of cooperative			
		Marketing		Pur- chasing		Marketing		Pur- chasing	
		Crop items	Animal items			Crop items	Animal items		
None-----	89	49	28	12	43	58	31	37	
1 - 9-----	62	17	38	7	30	20	42	21	
10 - 19-----	18	8	8	2	9	9	9	6	
20 - 39-----	15	3	8	4	7	4	9	12	
40 - 79-----	9	4	3	2	4	5	3	6	
80 and above--	14	3	5	6	7	4	6	18	
Total----	207	84	90	33	100	100	100	100	

importance of using the radio in their educational work. Even though beamed at a more general audience, many members of cooperatives also listen to these programs and therefore benefit from them.

Table 20 shows that about 57 percent of the responding cooperatives participated in one or more radio programs during the previous year. Many of these appearances are on donated, community-service programs. Others are arranged and paid for as radio advertising. The current study does not distinguish between these two types of programs. Of the cooperatives participating in radio programs about one-half engaged in ten or more programs annually. The remainder took part in occasional programs only, such as broadcasting portions of the annual meeting, public interviews, and the like.

Purchasing Cooperatives - The proportion of purchasing cooperatives appearing on radio programs as frequently as 40 or more times annually was several times as great as for marketing cooperatives. This is due in part to the greater amount of advertising in which purchasing cooperatives engage. Among the purchasing cooperatives doing a considerable amount of radio work are the following:

Central Cooperative Wholesale, Superior, Wis.

The Cooperative Grange League Federation Exchange, Inc., Ithaca, N. Y.

Farmers Cooperative Exchange, Inc., Raleigh, N. C.

The Indiana Farm Bureau Cooperative Association, Indianapolis, Ind.



The radio provides a good medium for reaching co-op members and the general public. Here on one of its regularly scheduled noontime programs, Missouri Farmers Association interviews one of its members who came to the Columbia Exchange...where members buy supplies and sell their farm products.

The Midland Cooperative Wholesale, Minneapolis, Minn.
 The Minnesota Farm Bureau Service Company, St. Paul, Minn.
 The MFA Cooperative Grain and Feed Company, St. Joseph, Mo.
 The Ohio Farm Bureau Cooperative Association, Inc., Columbus, Ohio.
 Pennsylvania Farm Bureau Cooperative Association, Harrisburg, Penn.
 The Wisconsin Cooperative Farm Supply Company, Madison, Wis.

Practically all of the above-mentioned cooperatives sponsor one or more radio programs each year. A number are on the air daily. A few broadcast several times daily. For example, the Midland Cooperative Wholesale appears on the radio five times a day, including one news program, three interviews, and one musical.

Cooperatives Marketing Animal and Animal Products - A number of cooperatives engaged in dairy, poultry, livestock, and wool marketing are finding the radio helpful in informing the public of their products and

services. Some have regular daily or weekly radio programs. The following associations are typical of those that have used the radio extensively:

Consolidated Badger Cooperative, Shawno, Wis.
 Dairymen's League Cooperative Association, New York, N. Y.
 Midwest Wool Marketing Cooperative, Kansas City, Mo.
 Milton Cooperative Dairy Corporation, Milton, Vt.
 Ohio Wool Growers Cooperative Association, Columbus, Ohio.
 Producers Stockyards, Inc., Bloomington, Ill.
 Producers Livestock Cooperative Association, Columbus, Ohio.
 Rochester Dairy Cooperative, Rochester, Minn.
 Texas Livestock Marketing Association, Fort Worth, Tex.
 Utah Poultry and Farmers Cooperative, Salt Lake City, Utah.

Cooperatives Marketing Crops - Cooperative associations dealing with fruits, vegetables, cotton, grain, tobacco, and other crops are somewhat less inclined to have regular radio programs than are purchasing associations and cooperatives marketing animal items. However, about 42 percent have radio programs. One-half of these do so less than 10 times annually. Most of the remainder appear on the radio from 10 to 80 times a year. Only a few appear as frequently as once a week. The latter generally appear as spot commercials. Among the crop cooperatives utilizing the radio frequently are the following:

Cotton Producers Association, Atlanta, Ga.
 Cotton Growers Cooperative Association, Raleigh, N. C.
 Eastern Dark-Fired Tobacco Growers Association, Springfield, Tenn.
 Farmers Grain Dealers Association of Iowa, Des Moines, Iowa.
 Indiana Grain Cooperative, Inc., Indianapolis, Ind.
 Maine Potato Growers, Inc., Presque Isle, Maine.
 National Cranberry Association, Hanson, Mass.
 South Dakota Wheat Growers Association, Aberdeen, S. D.
 Texsun Citrus Exchange, Weslaco, Tex.

IDENTIFICATION SIGNS AND PLACARDS



The large co-op thermos tank truck -- belonging to the Eatonton, Ga., Cooperative Creamery -- advertises this dairy association on many highways.

One of the most economical ways in which a cooperative can advertise itself and its services is through attractive signs on its stores, warehouses, trucks, and other equipment. Pride of ownership and community good will can be further enhanced by maintaining well-painted buildings, landscaped grounds, and tidy premises.

Important as agricultural cooperatives are to the communities they serve, their buildings and other

facilities are sometimes so poorly situated and so inadequately labeled that they escape the attention of many potential members and evoke no particular pride among their patrons. Both members and non-members gain a more favorable impression of a cooperative when its facilities as well as its merchandise bear its name attractively.

About one-sixth of the cooperatives furnish identification placards for their grower members. The latter generally takes the form of an attractive metal sign bearing a concise message such as "Co-op Member," "Farm Bureau Member," or "Calavo Grower."

Several cooperative organizations like the Maine Potato Growers, Presque Isle, and the Missouri Farmers Association Central Cooperative, Columbia, distribute appropriate decals for use on autos and window panes. A few like the Nebraska Certified Potato Growers Association, Alliance, issue a "Certificate of Membership."

Discreetly used, such identification devices help to develop a pride of belonging among members and serve to keep the cooperative before the public in a positive way.



This distinctly labeled elevator of the Satanta (Kans.) Co-op Grain Company stands as a handsome monument to grain farmers.



Grower-owners look with pride on this clearly labeled, well-kept packing house of the Calavo Growers of California at Escondido. Buildings like this attract the attention and respect of prospective members and the general public.

COMPLIMENTARY ITEMS DISTRIBUTED

Successful marketing and purchasing cooperatives are constantly on the watch for ways and means of developing and maintaining good will among their members and patrons. Many associations make it a practice in this connection to distribute one or more gadgets or good-will items regularly among their patrons and consumers. Other cooperatives are making effective use of gift packages of their products.

Good-Will Tokens - Table 21 shows that about half the leading cooperatives distribute one or more complimentary items each year. Purchasing cooperatives lead the field in the proportion dispensing such good-will tokens.

Table 21. ~ Number and percentage of cooperatives distributing complimentary items to their members

Practice	Number reporting				Percentage reporting				
	Total	Type of cooperative			Total	Type of cooperative			
		Marketing		Pur-chasing		Marketing		Pur-chasing	
		Crop items	Animal items			Crop items	Animal items		
Distributing items-----	100	28	50	22	43	29	51	59	
Not distributing items-	131	68	48	15	57	71	49	41	
Total----	231	96	98	37	100	100	100	100	

A wide variety of items are available as good-will tokens. Among those used most frequently are calendars, pencils, and matches. The accompanying list of "typical good-will items" is indicative of the wide range of items used for this purpose.

TYPICAL "GOOD WILL" ITEMS

Account books	Cards, Christmas	Placards, membership
Auto visor kits	Dash board holders	Pocket knives
Balloons	Decals	Record books
Billfolds	Desk pads	Rulers, curvex
Blotters, hand	Keyholders	Screw drivers
Blotters, desk	Letter openers	Shipping books
Books	Magazines	Shopping bags
Calendars, desk	Matches	Staples
Calendars, wall	Memo booklets	Steel tapes
Canes	Memo pads	Tape measures
Caps	Nail clippers	Thermometers
Chalk, marking	Neckties	Thimbles
Chart, hog management	Paperweights	Yardsticks
Chart, spray	Pencils	Yearbooks

Calendars - Calendars are by far the most frequently distributed item. These range widely in size from the tiny celluloid pocket calendar to the large wall calendar. Several handsome desk calendars are also distributed.

Useful types of wall calendars are those which combine calendar and record keeping facilities. Many production credit associations and national farm loan associations distribute such calendars. The calendar distributed by the Big Horn Cooperative Marketing Association, of Basin, Wyo., includes a pocket for each month's bills and notes. When the month is over, the entire page with contents of the pocket can be folded out of the way for future reference. A handy clip provides a ready place for a pencil.

A number of cooperatives are distributing educational type calendars. For instance the New England Cranberry Sales Co. of Middleboro, Mass., gives each of its grower members a cranberry almanac which outlines the cultural practices recommended for each month. The calendar serves as a daily reminder of the practices that need to be pursued to obtain maximum returns for cranberry growers.

Pencils - Many agricultural cooperatives have been giving complimentary pencils for years. These generally fall into one of three types; namely, plain, torpedo, or mechanical.

Plain wooden pencils have the advantage of being inexpensive and affording considerable advertising space. For example, the Farm Bureau Cooperative Association of Columbus, Ohio, distributes a pencil carrying the Farm Bureau Co-op seal and the 4-line message:

"Help Yourself to Better Quality and Lower Costs
Farm and Home Supplies
Buy With Your Neighbors Through
the Farm Bureau Co-op Association"

Torpedo pencils are inexpensive and made so the point is protected when not in use. Their compact structure makes them convenient to carry.

Mechanical pencils make particularly attractive gifts. They last indefinitely. When bought in quantity, high grade mechanical pencils cost around 50 cents a piece.



A representative display of the many types of good will items distributed by farmers co-ops.

Matches - Innumerable businesses now distribute convenient book matches bearing pertinent advertising. The regular size book contains about 20 matches. A few associations, however, distribute double-size booklets containing twice as many matches and providing twice as much advertising space.

Useful Items Best - Obviously the more useful the complimentary item the more likely it is to be appreciated and retained. Hence, in choosing items for good-will distribution, it is well to ask these questions: Will the receiver have good use for the item? Will the benefits to the cooperative justify the cost?

From the recipient's point of view the item is worth receiving and retaining if it has one or more of the following attributes: business value, household value, educational value, or novelty value.

Typical of the gifts with business value are calendars, billfolds, paper-weights, membership placards, pencils, measuring devices, and record forms. Record keeping items are particularly useful. Sometimes these take the form of egg records, breeding records, commodity account books, or calendars. More often they are simply scratch pads, desk calendars, memorandum booklets, or wall charts which are easy ways to retain essential notes.

Many items are chosen to get the attention of the entire household. The interest of women and children in the cooperative effort can often be increased through the distribution of such items as blotters, calendars, letter openers, pocket knives, shopping bags, staplers, tape measures, thermometers, thimbles, and yard sticks. The Pennsylvania Cooperative Potato Growers, Allentown, for instance, gives away thousands of shopping bags each year at the State Farm Show in Harrisburg. These and similar gifts serve as a constant reminder of the co-op to the entire family.

Typical of the items that have educational value are memorandum booklets with useful data, informative calendars, special year books, insect control charts, hog management charts, and farm magazines. The Hastings (Fla.) Potato Growers Exchange, for instance, distributes an attractive year book containing information for potato growers. Similarly, the Rochester Dairy Cooperative, Rochester, Minn., gives each of its members a free subscription to one of America's largest dairy magazines.

In addition to the long list of useful items already mentioned, novelty gifts are sometimes effective. Included in this group are such items as toy balloons, greeting cards, canes, and similar gadgets. These serve as convenient favors to be given out at fairs, farm shows, and other public occasions. While of minor significance, they serve a momentary publicity value and help acquaint the younger generation with the local cooperative.

Many of the cooperatives giving out one or more complimentary items have indicated that the expense has been more than justified. As with most forms of advertising, it may be difficult at times to measure exactly

the degree of effectiveness. Generally, it is reasonable to assume that a moderate expenditure for this purpose is justified if the item advertises the co-op in a satisfactory manner and creates a pride-of-belonging among co-op members.

To have maximum advertising value the complimentary items should bear the association's name and address. A catchy phrase or slogan helps. For example, a slogan widely used on the pencils, match books, calendars, and other items distributed by the Producers Livestock Cooperative of Columbus, Ohio, is "In the Hands of a Friend From Beginning to End."

The Indiana Farm Bureau Cooperative Association, Inc., Indianapolis, gives out key cases with the imprint "Co-ops Serve at Cost."

The Enid (Okla.) Cooperative Creamery Association distributes hundreds of pencils bearing the slogan "Play Safe--Use GOLD SPOT Dairy Products."

If the recipient uses the co-op's gift frequently and over a long period, the co-op gets the benefit of a continuous reminder.

Perhaps one of the greatest benefits to be derived from a carefully conceived complimentary item is the pride-of-belonging reaction which it arouses in the co-op member and his family. Unless the gift achieves such a response, it can hardly be claimed to be wholly successful. The desired response is exemplified by the farmer who proudly displays his "Member" sign at the entrance of his farmstead, and by the milk association member who takes pride in telling his friends that his cooperative is "farmer owned and operated."

For the younger generation this may take the form of the teenage son wearing his "Co-op" milking cap while attending the family herd or that of the farmer's daughter proudly wearing a lettered white apron of the Dairymen's League Cooperative Association, New York City, while giving a demonstration at the State fair.

Moderate amounts spent for complimentary items of this sort pay good dividends in improved understanding and loyalty. The strongest argument for their use comes from the co-ops who have tried them and found them a highly satisfying investment.

GIFT PACKAGES OF CO-OP PRODUCTS

A number of cooperatives are making effective use of gift packages of their own products to their members and customers. Several dairy cooperatives, like the Enid (Okla.) Cooperative Creamery Association, distribute complimentary milk and ice cream on special occasions. The Enid Association attaches a greeting card over the neck of a complimentary bottle of milk. Gift baskets of fruit and fruit products are distributed by a number of cooperatives.

The Utah Wool Marketing Association of Salt Lake City has scored a hit in years past by distributing wool neckties to its employees and friends at Christmas. A number of wool cooperatives also make it possible for



Gift box featuring products of the Challenge Cream and Butter Association, Los Angeles, designed to hit the Christmas trade. This one features a variety of Christmas packaged cheese.

The National Cranberry Association of Hanson, Mass., the world's largest packer of processed cranberries, puts out an attractive gift package of cranberry products. Tucked in among colorful shredded paper are several brightly labeled cans of cranberry sauce, canned whole cranberries, cranberry-apricot jam, cranberry-orange marmalade, several bottles of cranberry juice, and a plastic set of jelly molds.

Such gifts remind those receiving them of the association's products and services. Distributed wisely, they can be a valuable aid in retaining loyalty of old members and in enlisting new members, new consumers, and new supporters for the cooperative distributing them.

EDUCATIONAL ACTIVITIES WITH OTHER COOPERATIVES

Most agricultural cooperatives have learned that it pays to work closely on membership relations and educational projects with other cooperatives having similar interests.

STATE COOPERATIVE COUNCILS

State-wide councils or associations of cooperatives have been established in the majority of States. Organized to assist local agricultural cooperatives, these State councils keep a careful eye on all legislation dealing with tax levies, farm-to-market roads, sanitation requirements, and related matters. They aid also in providing witnesses for hearings

their members to obtain high quality blankets and other woolen products at greatly reduced rates.

A midwestern grain cooperative remembers a select list of friends and customers at Christmas time by giving them each a fruit cake--an outlet for cereal flour.

Closely related to these products co-ops give to members for gifts are the gift packages they make up for sale to customers for gifts to their friends. Such efforts often stimulate sales to old customers and make new customers out of the recipients of the gifts. Challenge Cream and Butter Association, Los Angeles, for example, puts out a variety of Christmas packaged cheeses. And up the coast at Portland, Oreg., the Dairy Cooperative Association does the same thing.

on proposed freight rate increases and serve as effective watchdogs in protecting the economic interests of cooperatives in general. In addition, they sponsor overall membership and education programs and are helpful in counteracting some of the misleading propaganda issued by the foes of agricultural cooperation. They furnish the basis also for much of the strength behind the National Council for Farmers' Cooperatives and its legislative services.

DISTRICT AND LOCAL COUNCILS

Cooperatives in a number of States have formed district, county, and local cooperative councils. These smaller units are effective in implementing the programs of the State organizations. They afford excellent media for exchanging ideas and for developing increased understanding of cooperative matters of mutual concern to members.



Co-ops can often achieve many goals through joint action when the individual action of one association would be insufficient.

COOPERATIVE CLINICS, WORKSHOPS, AND INSTITUTES

A bright spot on the cooperative horizon has been the emphasis given recently to clinics, workshops, and other group discussion activities. Fourteen of the replying cooperatives participated in joint efforts of this type. Cooperative clinics - usually of 2 days' duration - have been held, generally at State agricultural colleges in cooperation with the State Extension Services, the Farm Credit Administration, the American Institute of Cooperation and other agencies interested in farmers' cooperatives.

FARM ORGANIZATION ACTIVITIES

Many farmer cooperatives owe their beginning and growth to the farm organizations in their locality. A very important field of public relations has been that of working with representatives of the Farm Bureau, Farmers' Union, Grange and other farm organizations. Representatives of cooperatives speaking before these groups and participating in their educational programs can do much to foster the program of cooperatives.

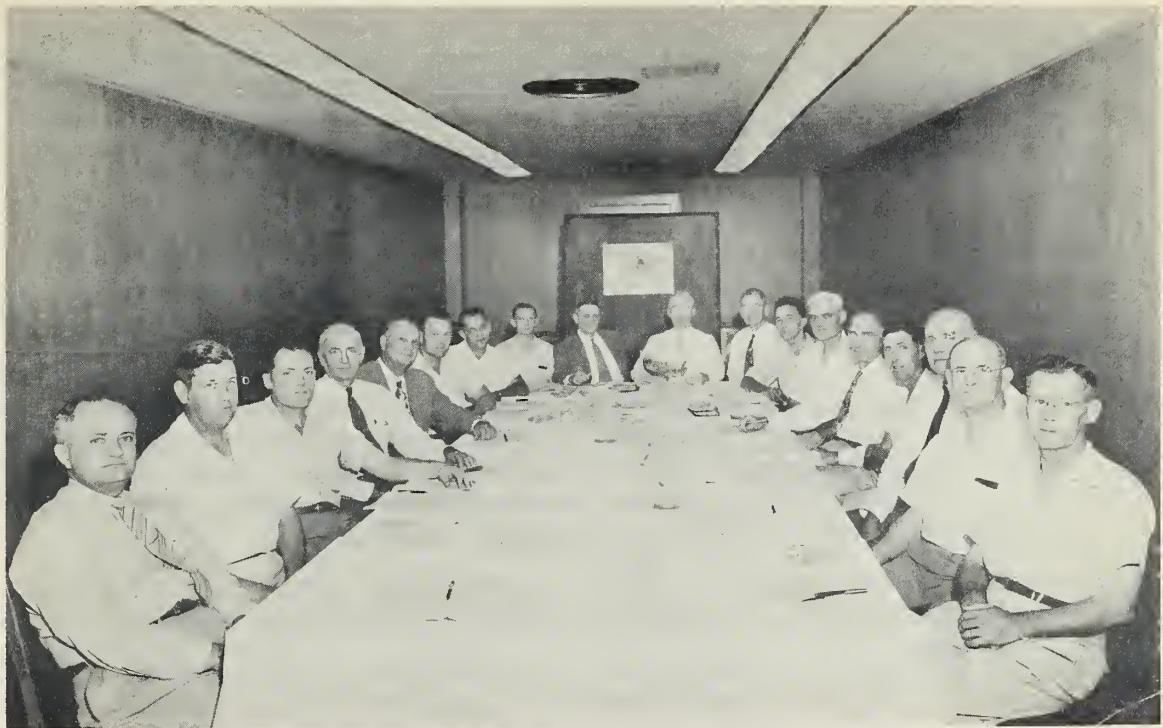


State councils of farmer cooperatives sponsor a wide number of educational activities. Pictured here is a scene at a 5-day Cooperative Management Conference held for directors, managers, and employees of farmer co-ops in Nebraska.

EDUCATIONAL PROGRAMS FOR HIGH SCHOOLS

Cooperative officials have acted jointly in a number of States in helping to outline high school educational programs covering cooperatives. Some have aided Future Farmers of America chapters - the organization of high school students studying agriculture - in planning cooperative purchasing and selling activities among their members. Others have spoken at conferences of vocational agriculture teachers. Several have assisted with the Veterans-on-Farm-Training Programs in their localities.

To aid this work, the Farm Credit Administration has issued Circular 34 entitled "Guide for Teach Farmer Cooperation." This is being used in a series of agricultural education workshops throughout the States.



Farmer Cooperative Training Work Shop, Little Rock, Ark. These agricultural education leaders and co-op specialists met to develop aids for teaching farmer cooperation in rural high schools.

COOPERATIVE TOURS, EXHIBITS, AND CONTESTS

Several cooperatives have joined with neighboring associations in planning tours, educational exhibits, and contests of various types. Some have sponsored joint exhibits and contests. Others have helped to finance tours and contests connected with the Future Farmers of America. These activities have been especially effective in stimulating an interest in cooperatives among rural boys and girls.

BANK FOR COOPERATIVES STOCKHOLDERS MEETINGS

A promising type of public relations work has been the special luncheon meetings held in several Farm Credit Districts during the past few years by the district banks for farmers' cooperatives and their stockholders. Every co-operative borrowing money from these banks is automatically entitled to send representatives to these educational gatherings.



Seven local associations cooperated to present this educational display at the eastern Idaho State Fair at Blackfoot.

These luncheons have been designed to bring cooperative managers and boards of directors up to date concerning the credit facilities available to eligible associations. They have helped also to develop better understanding of the problems and policies of these agencies.

SUNDRY EDUCATIONAL ACTIVITIES

In addition to the foregoing, a number of cooperatives have joined with others to perform such public and membership relations functions as sponsoring special dinner meetings, underwriting radio programs, and preparing special films.

Executive secretaries of State Cooperative Councils and the managers of leading cooperatives have appeared as guest speakers before local service clubs and chambers of commerce meetings to explain the cooperative point of view. A number of cooperatives have held special dinner meetings to which they have invited the businessmen of their area.

Farmer cooperatives in Nebraska have helped to support the Nebraska Rural Radio Association through the Nebraska Cooperative Council.

Several of the large cooperatives have prepared helpful films to tell the story of their work and services. A number of dairy associations, for instance, have made effective use of motion pictures featuring sanitary milk production



Here's proof that co-op leaders and businessmen had a good time at this daytime get-together sponsored by the Missouri Farmers Association in Columbia.

An encouraging sign of inter-cooperative effort has been the large number of joint meetings held. Sometimes these meetings involve the entire membership of several cooperatives in an area. More often they involve conferences only of managers, directors, and other key representatives on specific problems of mutual concern. Generally they have been held with cooperatives handling similar commodities, and facing like problems. Sometimes they have been held with the Farm Bureau, Grange, and other farm organizations.

These joint meetings are held at every level of administration - county, district, State, regional, and national. County and State cooperative councils have done very effective ground work in this connection. This is also true of a large number of commodity organizations at State and regional levels. Illustrative of the latter is the North Eastern Poultry Producers Council, which holds periodical regional meetings.

APPENDIX

DIRECTORY OF COOPERATIVES MENTIONED IN THIS REPORT

I. Cooperatives Marketing Crop Items:

COTTON

Cotton Producers Association, P. O. Box 2210, Atlanta, Ga.
 North Carolina Cotton Growers Cooperative Association, P. O. Box 1262,
 Raleigh, N. C.

FRUIT AND VEGETABLE

American Cranberry Exchange, 90 W. Broadway, New York, N. Y.
 Calavo Growers of California, 4833 Everett Ave., Los Angeles, Calif.
 California Almond Growers Exchange, 1802 C St., Sacramento, Calif.
 California Canning Peach Growers, 244 California St., San Francisco,
 Calif.
 California Fruit Exchange, 1400 10th St., Sacramento, Calif.
 California Fruit Growers Exchange, Box 2706 Terminal Annex, Los Angeles,
 Calif.
 California Walnut Growers Association, 1745 E. 7th St., Los Angeles,
 Calif.
 Cherry Growers, Incorporated, Traverse City, Mich.
 Eastern Shore Produce Exchange of Virginia, Onley, Va.
 Hastings Potato Growers Association, Hastings, Fla.
 Maine Potato Growers, Incorporated, Preque Isle, Maine.
 Michigan Potato Growers Exchange, Incorporated, Cadillac, Mich.
 Mutual Orange Distributors, Redlands, Calif.
 National Cranberry Association, Hanson, Mass.
 National Grape Cooperative Association, Westfield, N. Y.
 Nebraska Certified Potato Growers Non-Stock Cooperative Association,
 Alliance, Nebr.
 New England Cranberry Sales Company, Middleboro, Mass.
 Pennsylvania Cooperative Potato Growers', Incorporated, 1100 N. 7th St.,
 Allentown, Pa.
 Texsun Citrus Exchange, Weslaco, Texas.

GRAIN

Big Horn Cooperative Marketing Association, Basin, Wyo.
 Equity Union Grain Company, 1270 Board of Trade Bldg., Kansas City, Mo.
 Farmers Grain Dealers Association of Iowa, 1101 Walnut St., Des Moines 9,
 Iowa.
 Indiana Grain Cooperatives, Incorporated, 47 S. Pennsylvania St.,
 Indianapolis, Ind.
 Michigan Elevator Exchange, 221 N. Cedar St., Lansing 4, Mich.
 North Dakota Grimm Alfalfa Association, P. O. Box 428, Fargo, N. D.
 Producers Grain Commission Company, 511 Merchants Exchange Bldg.,
 St. Louis 2, Mo.

South Dakota Wheat Growers Association, P. O. Box 79, Aberdeen, S. D.
 West-Central Cooperative Grain Company, 409 Grain Exchange Bldg., Omaha,
 Nebr.

TOBACCO

Eastern Dark-Fired Tobacco Growers Association, Springfield, Tenn.
 Tennessee Burley Tobacco Growers Association, Incorporated, Greeneville,
 Tenn.
 Virginia Dark-Fired Tobacco Growers Marketing Association, Farmville,
 Va.

PEANUTS

Georgia-Florida-Alabama (GFA) Peanut Association, Camilla, Ga.

II. Cooperatives Marketing Animal and Animal Products:

DAIRY

Central Ohio Cooperative Milk Producers, Incorporated, 12 N. 3rd St.,
 Columbus, Ohio.
 Challenge Cream and Butter Association, 929 E. 2nd St., Los Angeles,
 Calif.
 Consolidated Badger Cooperative, 118 N. Main St., Shawno, Wis.
 Dairy Cooperative Association, 1313 S. E. 12th Ave., Portland, Ore.
 Dairymen's League Cooperative Association, Incorporated, 11 W. 42nd St.,
 New York, N. Y.
 Eatonton Cooperative Creamery, Eatonton, Ga.
 Enid Cooperative Creamery Association, 402 W. Walnut, Enid, Okla.
 Falls Cities Cooperative Milk Producers Association, 1048 E. Main St.,
 Louisville, Ky.
 Inter-State Milk Producers' Cooperative, 401 N. Broad St., Philadelphia 8,
 Pa.
 Land O'Lakes Creameries, Incorporated, 2201 Kennedy Ave., N. E., Minneapolis, Minn.
 Miami Valley Cooperative Milk Producers Association, 136 W. Maple St.,
 Dayton, Ohio.
 Mid-South Milk Producers Association, 1497 Union Ave., Memphis, Tenn.
 Milton Cooperative Dairy Corporation, Milton, Vermont.
 Producers Creamery Company, 555 Phelps St., Springfield, Mo.
 Rochester Dairy Cooperatives, 430 First Ave., Rochester, Minn.
 United Farmers of New England, Incorporated, 86 Cambridge St., Charlestown, Mass.

LIVESTOCK

Detroit Packing Company, 1120 Springwells Ave., Detroit 9, Mich.
 Farmers Union Livestock Association, Farmers Union Bldg., South St. Paul,
 Minn.
 Producers Commission Association, 252 Live Stock Exchange Bldg., Kansas
 City 11, Mo.

Producers Livestock Cooperative Association, 1561 Leonard Ave., Columbus 5, Ohio
 Producers Livestock Cooperative Association, Omaha, Nebr.
 Producers Livestock Marketing Association, 1048 E. Main St., Louisville 6, Ky.
 Producers Stockyards, P. O. Box 100, Bloomington, Ill.
 Texas Live Stock Marketing Association, 206 Live Stock Exchange Bldg., Fort Worth, Texas.

POULTRY AND EGGS

California Turkey Growers Association, 24 California St., San Francisco 11, Calif.
 North Eastern Poultry Producers Council, 11 W. State St., Trenton 8, N. J.
 Oregon Turkey Growers, Roseburg, Oreg.
 Poultry Producers of Central California, 840 Battery St., San Francisco, Calif.
 Utah Poultry and Farmers' Cooperative, 1800 S. W. Temple, Salt Lake City, Utah.
 Washington Cooperative Chick Association, 1220 Central Ave., Bellingham, Wash.
 Washington Cooperative Farmers Association, 201-217 Elliott Ave., Seattle, Wash.

WOOL

Kentucky Wool Growers Cooperative Association, 620 S. Broadway, Lexington, Ky.
 Midwest Wool Marketing Cooperative, 915 Wyoming St., Kansas City, Mo.
 Ohio Wool Growers Cooperative Association, 2050 S. High St., Columbus 7, Ohio.
 Utah Wool Marketing Association, 408 Beneficial Life Bldg., Salt Lake City, Utah.

III. Purchasing Cooperatives:

Central Cooperative Wholesale, Incorporated, 1901-11 Winter St., Box 1000, Superior, Wis.
 Consumers Cooperatives Associated, 109-11 Filmore St., Amarillo, Texas.
 Consumers' Cooperative Association, 318 E. 10th St., Kansas City 13, Mo.
 Cooperative Grange League Federation Exchange, Incorporated, Ithaca, N. Y.
 Eastern States Farmers Exchange, P. O. Box 1482, West Springfield, Mass.
 Farmers Cooperative Exchange, Incorporated, 121 E. Davis St., Raleigh, N. C.
 Farmers Union State Exchange, 39th and Leavenworth Sts., Omaha, Nebr.
 Illinois Farm Supply Company, 100 East Ohio St., Chicago, Ill.
 Indiana Farm Bureau Cooperative Association, Incorporated, 47 S. Pennsylvania St., Indianapolis 9, Ind.
 Midland Cooperative Wholesale, 739 Johnson St., N. E. Minneapolis 13, Minn.

Minnesota Farm Bureau Service Company, 101 E. Fairfield Ave., St. Paul,
Minn.

Missouri Farmers Association Central Cooperative, Columbia, Mo.

MFA Cooperative Grain and Feed Company, 429 Cherokee St., St. Joseph, Mo.

Ohio Farm Bureau Cooperative Association, Incorporated, 246 N. High St.,
Columbus, Ohio.

Pacific Supply Cooperative, P. O. Box 1004, Walla Walla, Washington.

Pennsylvania Farm Bureau Cooperative Association, 3607 Derry St., Harris-
burg, Pa.

Southern States Cooperative, 7th & Main Sts., Richmond, Va.

Tennessee Farmers Cooperative, Box 953, Nashville, Tenn.

United Cooperatives Incorporated, Alliance, Ohio.

Wisconsin Cooperative Farm Supply Company, 188 Thorton Ave., Madison, Wis.

Wisconsin Cooperative Plant Foods, Box 1150, Madison 1, Wis.

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